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ABSTRACT

The study was made to obtain curriculum development data for food service education programs below the baccalaureate level. Tasks related to the job functions of service, production, sanitation/safety, menu planning, procurement, supervision, and management were studied for five job categories of full-time personnel: middle-level service, upper-level service, middle-level production, upper-level production, and manager. Questionnaires, personal interviews, and a task list were used to obtain information from managers and employees in 32 restaurants, 20 hospitals, 14 nursing homes, 23 colleges/universities, and 21 schools in Iowa which met the selection criteria. Data from 339 of a possible 525 tasks lists are analyzed in detail and are also presented in tabular form for each job category, classified by establishment type, to show the percent of personnel performing the tasks, relation of task patterns to job category and establishment type, and frequency of performance. A detailed summary presents specific conclusions supporting three general outcomes: Tasks for the job categories and establishments were identified, commonality and uniqueness in their performance was demonstrated, and probable changes in task combinations were shown. A three-page reference list and appended data collection materials and tables of data are included. (MS)

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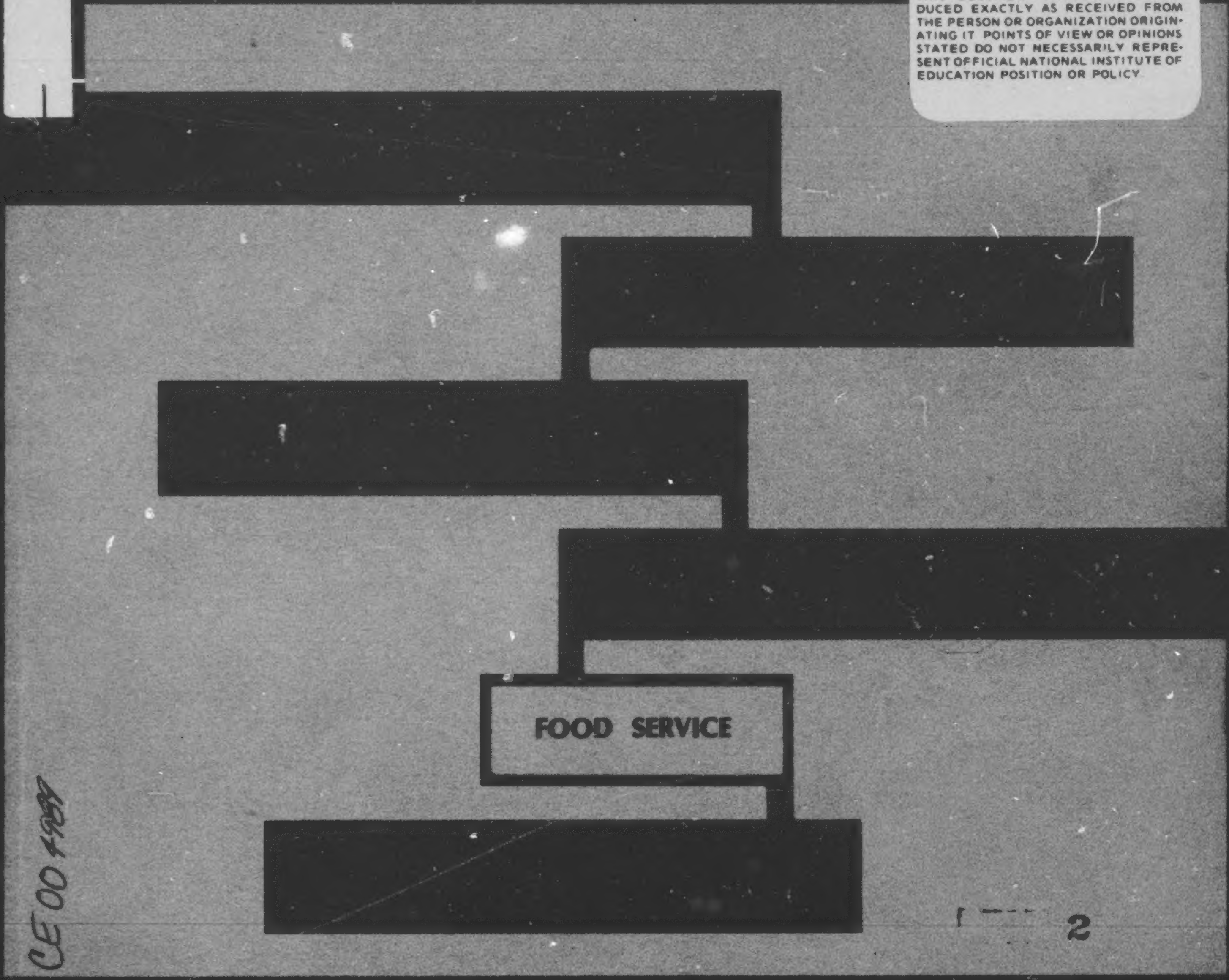

FOOD SERVICE

2

CE 004989

IDENTIFICATION OF TASKS IN HOME ECONOMICS RELATED OCCUPATIONS

Food Service

Developed by the Departments of Home Economics Education at Iowa State University and University of Northern Iowa in cooperation with the Iowa Department of Public Instruction under research projects funded by Part C, P.L. 90-576

1974

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FOREWORD

This publication is one of a series of six publications designed to provide data pertaining to the performance of tasks in specific gainful occupations related to home economics. These data may be used in developing appropriate objectives and curricular content for the preparation of individuals to enter the specific occupations studied.

The six subject areas of home economics for related occupations investigated are a modification of the consumer homemaking cluster, which is one of the fifteen United States Office of Education clusters. They include institutional and household maintenance services, child care and development, housing and interior design, food service, family and community services, and clothing and apparel services.

Each of the six publications provides for its respective field a listing of major job categories within the field and the functions and tasks required for the job arranged according to clusters of similar tasks.

These publications are available from the State Director, Career Education Division, Department of Public Instruction, Grimes State Office Building, Des Moines, Iowa, 50319.

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INTRODUCTION

The purpose of the research reported here was to obtain data that would provide the basis for curriculum development in food service education programs planned for less than a baccalaureate degree. This study of tasks performed by personnel in food service establishments in Iowa was conducted at Iowa State University by the Institution Management Department. The research was part of a project in cooperation with the Department of Home Economics Education at the University having to do with tasks in occupations related to Home Economics. This project, and other similar projects in Iowa, were sponsored by the Iowa Department of Public Instruction.

The food service industry is a major employer of people in a large variety of jobs. There are career opportunities in many skill categories and in different types of work. Part-time as well as full-time employment is available. Employment is throughout the country rather than in a few specified areas.

In recent years the need for personnel in the service industries has increased at a much greater rate than in the goods-producing industries, and within the service industries the need for personnel in the food service industry has been among the greatest. This trend is expected to continue in the future as the various socio-economic characteristics of our society lead to more meals eaten away from home. Training and retraining of personnel is presently a major concern of the food service industry.

Properly conceived and conducted vocational food service education programs can help people qualify for work in the food service industry and help the industry provide high quality food and service that will meet the needs of society. Such programs can, in addition, prepare individuals for career progression within the industry.

In the research presented in this report, tasks performed by five categories of full-time personnel in selected food service establishments in Iowa were studied. The tasks studied were those related to the job functions of service, production, sanitation/safety, menu planning, procurement, supervision, and management. Job tasks were identified for middle-level service, upper-level service, middle-level production, upper-level production jobs and for the job of manager in four types of establishments: restaurants, hospitals/nursing homes, colleges/universities, and schools. The proportion of personnel in each subclassification that performed the task was determined. Analyses were made to identify differences and similarities in task patterns in relation to the job category and type of establishment in which personnel were employed. The frequency of task performance was also determined.

The objectives of the study were to:

1. Determine job tasks performed by defined categories of full-time personnel in selected food service establishments in Iowa
2. Determine for each job category, classified by establishment, the percent of personnel performing these tasks; and for those performing the task, determine frequency of performance
3. Present these findings in a form that could be used as a readily accessible and usable guide for curriculum development.

The present research is concerned only with the initial basic steps in curriculum development, task identification and task performance. Gosman and Krishnamurty (1971, p. 1) stated:

> The initial steps leading to the development of curricula involve the identification and listing of all possible tasks in a specified functional area and verification of performance by personnel in the occupational categories under consideration. The use of a task inventory could provide performance goals and delineate the specific skills which must be learned to do the job.

The identification of tasks and the extent of their performance by personnel in the industry provide a foundation for the subsequent steps of curriculum planning.

PROCEDURE

Job Categories

There is wide variation throughout the food service industry in titles given to similar jobs. It was concluded, therefore, that the best procedure for this study would be to group jobs into seven categories according to responsibilities. After considerable investigation of the literature (U. S. Dept. of Labor, 1965; Buntin, 1967; Gorman, 1969; Gosman & Krishnamurty, 1971), the scheme shown in Figure 1 was adopted.

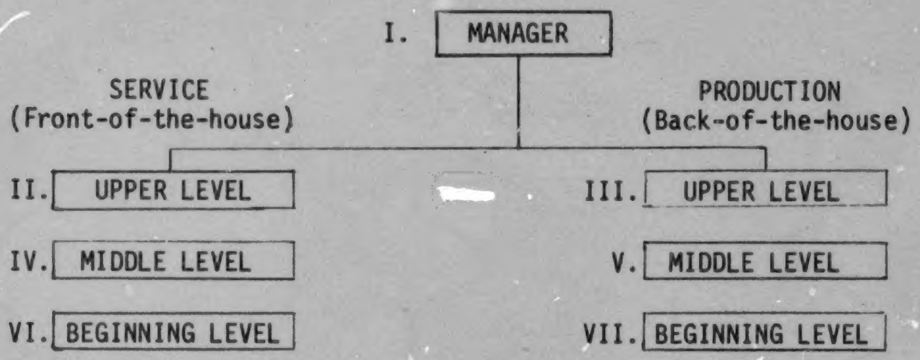

Figure 1. Food service industry job categories

In considering and describing jobs and job categories, specific definitions and terms were reviewed. As far as possible, definitions and terms selected were based on, or similar to, those used in previous related research (Aimone, 1967; Bobeng, 1967; Jolin, 1967). Of the seven categories, tasks for the following five were studied; examples of job titles and descriptions of responsibilities (as evidenced in the literature and in preliminary investigation) are given.

I. Manager

Manager, owner-manager, unit-manager, or may include assistant manager

Directs and has overall responsibility for the operation of the specific establishment visited. Has authority over all activities and personnel, and is designated head of the total food production and service operation.

II. Upper-level service

Assistant manager, dining room manager, or food service supervisor or manager

Supervises the activities of the host/hostess, cashier, waiter/waitress, and busboy/busgirl to ensure correct courteous and rapid service. Maintains supplies and equipment. May train and schedule employees; interview, hire, and discharge service personnel. May greet and seat patrons.

Host/hostess, head waiter/waitress

Greets and seats patrons. May direct activities of dining room personnel to ensure correct, courteous, and rapid service. May maintain supplies and equipment.

III. Upper-level production

Assistant manager, food production supervisor or manager, executive chef

Supervises all food production workers. May plan menus, estimate quantities of food to produce, and order food and other supplies. May train and schedule employees; interview, hire, and discharge production personnel.

Head Cook

Prepares and cooks some of the food. May supervise the activities of all kitchen personnel, plan menus, estimate quantities of food to produce, and order food and other supplies.

IV. Middle-level service

Waiter/waitress; and counter, window, fountain, tray line or cafeteria line attendant

Serves food onto dishware and/or serves food and beverages to patrons. May take orders from patrons, make out checks, and set up tables and/or counters. May take payment. May assist in preparation of foods such as beverages, toast, sandwiches, and fountain items.

V. Middle-level production

Cook, assistant cook, short order cook, grill cook, baker, salad cook

Works under the immediate supervision of a manager, supervisor, or head cook in the preparation and cooking of foods for service. May be designated to assigned position such as roast cook, vegetable cook, etc.

Development of Data Collection Instruments

Prior to the development of the data collection instruments, the literature was surveyed to determine what similar research had been conducted. Definitions were selected for two terms to be used in the research:

1. A patron is a regular client or customer (Webster's Dictionary, 1967).
2. A task is a logically related set of observable actions that contribute to a job objective.

The task definition was based on a definition by Beach and Mager (1967).

It was necessary to determine an effective method of obtaining the desired information about the tasks that make up the jobs of individuals representing selected types of food service industry personnel. After preliminary inquiries and trials, it was decided the most effective instrument would include the following:

1. One general list of tasks typical of those performed by the food service industry personnel considered within the scope of this study
2. A questionnaire for managers, to be administered during an interview
3. A questionnaire for employees

The purpose of the questionnaire was to obtain background information.

In view of the current concepts of career education and career ladders, it was thought desirable to use the same task list for all the job categories analyzed. It was hoped that this procedure would provide evidence of the level of responsibility at which tasks were performed, the frequency with which they were performed by personnel in each job category, and the similarity of jobs at different levels of responsibility.

Tasks to be included in the instrument were selected on the following bases:

1. They were of sufficient importance as component parts of food service industry jobs to warrant consideration in educational curricula
2. They were tasks that were usually performed by food service industry personnel.

Although the tasks were specific, they were worded in general terms in an effort to make the descriptions applicable for many similar jobs throughout the industry. It was hoped that each food service industry employee would be able to understand and respond to each task list as it related to his own job. For example, the task, "Check patron's tray for correct contents and appearance" could be interpreted as a task performed by a hospital tray line supervisor or checker, a cafeteria line checker, or a college food service line supervisor.

An initial task list was compiled that was representative of those tasks performed in selected jobs in the types of food service operations surveyed in this study. Components of the initial list were derived from previous studies and from knowledge gained by the researchers through experience.

The task list was assessed by two members of the Institution Management Department faculty at Iowa State University, two dietitians employed in hospitals, one dietitian in a nursing home, one food service director in a school food service program, and by one university residence hall food service manager. Many of their suggestions were incorporated as the task list was developed.

The list was arranged so that the tasks performed by food service establishment personnel were, in general, listed according to specific functions and subfunctions. Tasks believed to be performed by middle-level service and production employees were placed first. Supervisory and managerial tasks were placed toward the end of a group of tasks or at the end of the list. This arrangement was made so that middle-level employees could respond to tasks that were near the beginning of the list, thus they would be less apt to lose interest in the completion of the task list.

As defined for this research, a function is one of a group of related actions contributing to a larger action (Webster's Dictionary, 1967). It is a group of tasks that comprise a special duty or performance required to accomplish the goals of the establishment. The functions and subfunctions in food service establishments were defined as follows:

1. Service includes all tasks relating to serving food and beverages, and to the courteous reception and care of patrons of the establishment. It also includes checking to see that food is attractive, the correct temperature, and served in an appropriate atmosphere; displaying or otherwise making the menu available to patrons; keeping the dining room attractive; clearing and resetting tables as required. It may include dishing food onto plates, whether in kitchens or behind counters, tray, or cafeteria lines; replenishing

supplies; presenting the bill to the patron; and accepting payment where applicable.

2. Production incorporates all the activities involved in changing raw, partially processed, and processed foods into acceptable, ready-for-service food items.
3. Sanitation/safety involves the application of measures necessary to make the production and service of food favorable to health and safety. It includes handling foods, utensils, dishware, and equipment in a safe, sanitary manner. It is concerned with methods and procedures and with maintaining high standards of personal cleanliness.
4. Menu planning is the grouping of food items into a pattern of a specified number of meals a day, for a predetermined length of time. It may involve the consideration of budget and sale price limits; employee abilities and time schedules; type of patron; nutrient value; locality of establishment; type of service offered; season of the year; and storage, equipment, and service facilities.
5. Procurement is the obtaining of food, equipment, and other supplies through a purchasing agent or directly from vendors. It may involve the following activities: writing specifications for food, equipment, and supplies; estimating requirements for a predetermined time period, and specifying amounts to purchase; locating suitable vendors; maintaining current related records; obtaining and evaluating bids and quotations; selecting the items; receiving, checking, making returns, and adjustments; and

approving for payment.

6. Supervision is guiding or directing the work of others on a direct basis. It includes planning and evaluating work standards and job performance and involves some decision-making based on a knowledge of the organizational unit.

7. Management involves the determination of overall objectives and goals. It incorporates planning, organizing, coordinating, actuating, and controlling, with the ultimate responsibility for the resulting accomplishments. It may involve guiding the activities of those performing supervisory tasks and/or other personnel.

The subfunctions of training, budgeting, and public relations were placed within the major functions of either supervision or management. The supervision function included four budget tasks and nine training tasks. The management function included thirteen budget tasks, five training tasks, and twelve public relations tasks.

These subfunction were defined as the following:

Budgeting is planning future income and expenditures with consideration for overall objectives and goals

Training is developing in each employee the particular skill or group of skills essential to effective job performance

Public relations is promoting rapport and goodwill between the establishment and outside groups or communities, and assessing the reaction of those outside the establishment.

The task list and the questionnaires for managers and employees were pretested by administering them to managers and other personnel in restaurants, hospitals/nursing homes, university food services, and high school lunch programs. As a result of the pretest, the questionnaires for both manager and employee were shortened and simplified. Copies of the data collection instruments are shown in Appendix A.

Selection of Food Service Establishments

One early procedure in the planning of the study was the determination of the food service establishments to be contacted relative to tasks performed by the personnel. Factors considered were location, type, and size. The findings of a survey made in 1966 of restaurants, hospitals, and nursing homes in Iowa were used as a guide in the selection of establishments, and in deciding upon other procedures (Aimone, 1967; Bobeng, 1967; Jolin, 1967).

It was believed the location of food service establishments in Iowa would not affect the job tasks performed by the personnel in the establishments. In the selection of locations for data collection, areas that were chosen included some of the largest population centers in the state. These were also areas in which there was considerable employment of food service personnel in a variety of types of establishments, and areas in which food service education programs leading to less than a baccalaureate degree were offered. Data collection locations initially selected were from the areas in and around: Cedar Rapids, Des Moines, Iowa City, and Waterloo/Cedar Falls. Davenport and Sioux City were added to provide an adequate sampling of hospitals/nursing homes. The Grinnell/Ottumwa area was added at a later date to provide an adequate sample of college and university food services.

On the basis of the literature and experience, it was assumed that the type and size of food service establishment would make a difference in the tasks performed by personnel. Thus, the food service establishments selected were chosen to be representative of the operations in which most personnel were employed. The restaurants selected were table/booth, cafeteria/buffet, and counter/window. The noncommercial aspect of the food service industry was represented by food service departments in hospitals/nursing homes, colleges/universities, and schools. A minimum size of establishment to be used for data collection was defined as one serving at least 100 persons at the busiest meal period. For restaurants, a minimum gross sales of $100,000 per annum was also established as a selection criterion.

Individual food service establishments were chosen from the selected areas. To provide sufficient data for analysis, it was judged desirable to have 20 of each type of food service establishment represented.

Establishments contacted in this study were classified as follows:

Restaurants
Hospitals/nursing homes
Colleges/universities
Schools

Findings and discussion relating to these establishments will be given in the order indicated above. The order was based on the relative number of persons employed in each of these types of food service operations[1].

---

[1] Private communication, M. M. McKinley

Examples of some of the food service establishments not included in this study were state institutions under the direction of the Iowa Department of Social Services, custodial homes, private clubs, and lodges.

Definitions of establishments

A restaurant was defined as (Iowa Department of Agriculture, 1966, p. 3):

> ...any building or structure equipped, used, advertised as, or held out to the public to be a restaurant, cafe, cafeteria, dining hall, lunch wagon, or other like place where food is prepared or served for pay or profit for on-the-premise consumption, except such places as are used by churches, fraternal societies, and civic organizations which engage in the serving of food less frequently than once a week.

Restaurants in department stores, hotels, and motels were included. Restaurant types were defined in the following manner (Bobeng, 1967, p. 191):

1. Table or Booth Service. Food is carried to the booth or table by waiters or waitresses.

2. Cafeteria Service. With the exception of hot foods which are served from hot food tables by counter attendants, all food items are picked up or dispensed by the patrons themselves. Food items are usually prepared in advance and are ready for service, but some may be prepared to order. Emphasis is placed on display. Foods are displayed so as to appeal to the patron and to emphasize the wide range of choices offered.

   Buffet Service. A table is set up with various dishes of meat, poultry, fish, cold sweets or pastries, and arranged in a decorative manner. Usually guests help themselves to the food.

3. Counter Service. Patrons are seated on stools at a long narrow table or counter. Usually the food is served and cleared by an attendant from the back of the counter. Food may be prepared behind the counter or in an adjacent kitchen.

> Window Service. Patrons place their orders and receive them at a window which may be located either inside or outside the establishment.

A hospital was defined as (Iowa Department of Health, 1966, p. 11):

> ...restricted to institutions providing community service for inpatient medical or surgical care of sick or injured; this included obstetrics...A general hospital is any hospital for short term care of illness or injury including care of maternity patients.

Nursing homes selected were from all categories of nursing homes and could, therefore, include any of the categories of nursing homes defined by the Iowa Department of Health (ca. 1973, p. 2), that is, basic nursing homes, intermediate nursing homes, or skilled nursing homes.

A college or university selected was one with residence facilities providing three meals per day Monday through Friday, and at least two meals daily Saturday and Sunday. The food service may be the only food service operation providing meals, or one of several food service units serving the needs of students at a large university.

A school was a grade, junior high, high school, or combination of these, (within the jurisdiction of the Iowa Department of Public Instruction) preparing, cooking, and serving meals.

Selection of establishments

Data from a 1966 survey (Bobeng, 1967) of restaurants in Iowa were studied to determine names and locations of restaurants that would be of desired size (annual gross sales of $100,000 or more). The 1966 survey had included more than 20 large table/booth restaurants in Cedar Rapids, Des Moines, and Waterloo combined. A random sample was made of those restaurants proportionate to the population of the three cities. The Bobeng study also provided names of a few cafeteria/buffet and counter/window restaurants. For additional names, the Iowa Restaurant Association was contacted for help in determining 1) which listings in the yellow pages of the telephone directory were cafeteria/buffet restaurants and which were counter/window for the three cities, and 2) which restaurants had gross sales of approximately $100,000 or more. Selections from the Cedar Falls and Iowa City areas were added in order to have 20 establishments. A number of counter/window restaurants were not available for the survey because they were closed for the winter or had no full-time employees other than the manager. (Originally the selection criteria included the requirement of three full-time employees in either middle-level, upper-level, or manager job categories. Later, this requirement was changed to one full-time employee.) Another reason for losses in this establishment category was the number of franchise or multi-unit restaurants. According to the procedure followed, only one establishment of a franchise or multi-unit restaurant was surveyed per area.

Hospital names, locations, and bed capacities were checked in the Guide Issue of the American Hospital Association Journal (1971). In selecting hospitals it was necessary to include all those meeting the criterion of size in the communities selected for study in order to obtain the desired sample number.

The July 1971 issue of Licensed Nursing Homes and Custodial Homes, published by the Iowa State Department of Health (1971), was checked for names, bed capacities, and locations of nursing homes. In the selection of hospitals and nursing homes, the minimum size was initially set at 70 beds, since it was anticipated that employee and staff meals would bring the meal service up to the minimum level of 100. To obtain the desired sample size, it was necessary to include, from the selected communities, all the nursing homes that met the size criterion. It was found during interviews that many nursing homes made no provision for staff meals, and it became necessary to drop from the study some of the nursing homes originally selected. The minimum number of bed patients was then set at 90, since the nursing homes surveyed, of this size and larger, did meet the minimum size requirement.

To obtain an adequate sample of university and college food services, it was necessary to include all that met the criteria in the expanded group of the communities selected for data collection.

Only schools in the public school system were chosen, since this category of school had previously been studied and was one for which information was readily available. It was not possible to make a tentative selection of schools before asking for their cooperation, as was the case with the other types of food service establishments. The selection procedure as described for hospital/nursing home and college/university food services was modified. Local school districts were contacted by telephone and asked for their cooperation in the study. Then the school food service program directors or supervisors were contacted. Each school food service director was asked to provide a list of all the schools in the district where food was prepared in an on-premise kitchen. Schools were randomly chosen from the list from each area. The number of schools selected, based on the population of each community was determined to be these: Cedar Rapids, five; Davenport, three; Des Moines, seven; Sioux City, three; and Waterloo, three.

Data Collection

The data were collected through personal interview, telephone conversation, and correspondence, during the period October 1972 through January 1973. An initial letter and an information sheet were sent from the Head of the Institution Management Department at the University explaining the project, and asking for cooperation. The letter and information sheet were sent to the following individuals:

For restaurants, to the owner or manager

For hospitals, to the director of the food service department

For nursing homes, to the administrator

For colleges and universities, to the director of the food service department

For schools, the letter and information sheet were sent following the initial telephone call to the school food service director.

A sample of the letters and the information sheet are in Appendix A. The food service owner, director, or manager was contacted by telephone about one week after the letter was mailed. At this time, the project was explained further, and if the manager were willing to cooperate in the study, an appointment was made for an interview.

The procedure for schools was altered. After the schools had been selected, a telephone call was made to the school food service directors concerned. They were informed which schools had been chosen, and permission was obtained for the researchers to contact the individual food service managers and arrange interviews.

Whenever an appointment was not kept by the interviewee, a second appointment was made. If it was not possible to make a second appointment, or if the second appointment was not kept by the interviewee, that establishment was replaced by another of the same type, from the lists of substitute establishments.

Three researchers conducted the interviews. All three followed a predetermined interview procedure, asked questions in the same order, and in the same manner. For each establishment, the interview was conducted with the manager of the food service operation. Information was recorded by the interviewer on the manager questionnaire. When it was found the establishment did not meet the selection criteria, the manager was thanked for his cooperation, and the interview terminated. The establishment was later replaced by another operation of similar type.

In establishments that met the selection criteria, and where the manager was willing to cooperate further, task lists and employee questionnaires were explained and left with him to distribute to his staff. The managers were asked to have an employee questionnaire and task list completed by one full-time employee for each job category being studied that was represented in the establishment. The manager was also asked to complete a task list for the project. Task lists and employee questionnaires were left in stamped, addressed envelopes to be mailed on completion to the Institution Management Department, Iowa State University.

After a three-week period, follow-up letters were sent to those managers from whom all task lists and questionnaires had not been received.

If materials were still not received, a telephone call was made to encourage response.

The completed task lists and questionnaires were checked as they were received at Iowa State University. If pages had been missed, if more than a few tasks were left blank, or if many tasks were obviously misinterpreted, a telephone call was made to the establishment and the task lists were corrected and/or completed by the researcher. Where only a few tasks had been missed, the tasks were coded as no response.

A method for coding the data was devised, and coding instructions were developed. The instruments were coded by one person and the work was checked for accuracy by one other person.

A computer was used to compile the data and facilitate data analysis.

FINDINGS AND DISCUSSION

A survey was conducted in Iowa to determine tasks performed in five categories of jobs in the food service industry. It was assumed that the location of food service establishments (in Iowa) would not affect the job tasks performed. The seven areas selected for data collection were those that had educational facilities that were, or could be, used for vocational food service education. They were also areas that would provide many career opportunities in food service. The areas from which data were collected were these: Cedar Rapids, Davenport, Des Moines, Grinnell/Ottumwa, Iowa City, Sioux City, and Waterloo/Cedar Falls. It was further assumed that size and type of establishment would affect the tasks performed in the various jobs; establishments were, therefore, selected by type and size as explained in the Procedure.

Managers in food service establishments who agreed to participate were interviewed. When it was determined that an establishment met the selection criteria and the manager was willing to participate further, a task list was left for the manager to complete, and task lists and employee questionnaires were left with him for distribution to his full-time employees. A task list was left for one full-time employee in each of the job categories being studied, whenever the job category was represented in the establishment concerned. Data collection instruments are shown in Appendix A.

The job categories considered in the present study, as defined in the Procedure, are given below:

Middle-level service
Upper-level service
Middle-level production
Upper-level production
Managers

To better illustrate the similarities and differences among job categories that would normally be a part of job progression, job categories will be discussed in the order listed above.

The responses to tasks were a part of these following functions:

Service
Production
Sanitation/safety
Menu planning
Procurement
Supervision
Management

The number of tasks considered to be a part of each function or subfunction is given below:

Function or subfunction	Number of tasks
Service	50
Production	63
Sanitation/safety	39
Menu planning	9
Procurement	21
Supervision	90

Function or subfunction		Number of tasks
General	29	
Service	16	
Production	27	
Sanitation/safety	5	
Budgeting	4	
Training	9	
Management		49
General	19	
Budgeting	13	
Training	5	
Public relations	12	

Types of establishments for which data were reported were these:

Restaurants

Hospitals/nursing homes

Colleges/universities

Schools.

Restaurant data were collected and tabulated for three subtypes: table/booth, cafeteria/buffet, and counter/window. Hospitals and nursing homes were originally to be studied in separate categories. For purposes of reporting data, establishments were combined as previously shown.

The number of task lists left in the establishments, returned, and finally used to provide data for the present study is shown in Table 47 in Appendix B. classified by type of establishment and area. Of the 525 task lists left for five categories of employees, 371, or 71 percent, were returned. The number of task lists used was 339, 65 percent of those left, and 91 percent of those returned. Some task lists were not used because they had been returned by employees in the wrong job category. Others, as in the case of the counter/window restaurants and the schools, were from job categories represented by too few to be reported. In a few cases the task lists were discarded because they were too incomplete. A brief summary of the participation by job category is shown in Table 1.

Table 1. Number of task lists left, returned, and used for five job categories

Job category	Task lists left	Task lists returned	Task lists used	Task lists used of those left	Task lists used of those returned
				%	%
Middle-level service	103	64	50	49	78
Upper-level service	72	39	36	50	92
Middle-level production	125	100	91	73	91
Upper-level production	87	55	51	59	93
Managers	138	113	111	80	98
Total	525	371	339		

The total number of establishments represented in the present study, classified by type of establishment and by location, is shown in Table 48, in Appendix B. The number and type of establishments from which data were analyzed are as shown below:

Restaurants		32
Table/booth	14	
Cafeteria/buffet	11	
Counter/window	7	
Hospitals		20
Nursing homes		14

Colleges/universities	23
Schools	21
Total	110

A detailed analysis of establishment data and information about the employees is shown in Appendix B, Tables 49 through 57.

Information regarding numbers of full-time and part-time employees by type of establishment and job category is given in Table 56 in Appendix B. This information was requested for seven job categories: manager, upper-level production, middle-level production, beginning-level production, upper-level service, middle-level service, and beginning-level service. Although the tasks of the beginning-level employees were not determined, the number of personnel in these categories was determined.

Estimated numbers of personnel employed and percent of part-time to full-time personnel by type of establishment are summarized in Table 2.

The actual job titles given by personnel surveyed are presented in Table 57, Appendix B, listed according to job category. In cases in which respondents seemed to be in two job categories, their responses were analyzed according to their primary role, determined by the numbers of tasks performed in the various functional areas. For example, Cook is a job title listed by respondents in both upper-level production and middle-level production job categories. Cooks whose responses were analyzed in the upper-level production job category performed supervisory and management tasks that cooks analyzed in the middle-level production job category did not. The wide variation in titles will be considered in a later discussion.

Table 2. Estimated total number of full-time and part-time personnel employed in establishments from which data were used, and percent of part-time to full-time personnel[a]

Job category	Establishment							Total
	TB[b]	CB	CW	H	NH	CU	S	
Manager, full-time	24	12	10	22	15	25	21	129
Manager, part-time	-	3	3	1	3	2	-	12
Part-time to full-time, %	-	25%	30%	5%	20%	8%	-	9%
Upper-level production, full-time	27	10	4	35	11	29	9	125
Upper-level production, part-time	9	1	2	2	1	7	-	22
Part-time to full-time, %	33%	10%	50%	6%	9%	24%	-	18%
Middle-level production, full-time	73.5[c]	33.5	7	168.5	25	129	48	483.5
Middle-level production, part-time	20	9.5	7	16	9.5	55	19.5	136.5
Part-time to full-time, %	27%	28%	100%	10%	38%	43%	41%	28%
Beginning-level production, full-time	54.5	16.5	-	141.5	26	77	26	341.5
Beginning-level production, part-time	19	12	-	51.5	28.5	241	58	410
Part-time to full-time, %	35%	73%	-	36%	110%	313%	223%	120%
Upper-level service, full-time	36	17	4	40	3	29	2	131
Upper-level service, part-time	15	2	-	6	1	19	7	50
Part-time to full-time, %	42%	12%	-	15%	33%	66%	350%	38%
Middle-level service, full-time	112.5	65	15.5	251.5	15	81	15	555.5
Middle-level service, part-time	94.5	36	50	183.5	20.5	323.5	47	755
Part-time to full-time, %	84%	55%	322%	73%	137%	399%	313%	136%
Beginning-level service, full-time	29.5	35.5	-	95.5	4.5	14	1.5	180.5
Beginning-level service, part-time	32.5	67	1.5	97	6.5	174	15.5	394
Part-time to full-time, %	110%	189%	-	101%	144%	1243%	1033%	218%

[a] Information is only an approximate indication of hours of employment because of the wide variation in definition of full-time and part-time employment in different establishments (see Table 53, Appendix B).

[b] TB - Table/booth; CB - Cafeteria/buffet; CW - Counter/window; H - Hospital; NH - Nursing home; CU - College/university; S - School.

[c] Other than whole numbers of personnel resulted from calculating the midpoint of a range of response, such as 1-2 or 15-19.

Job title information obtained in the survey is summarized in Table 3 to show the total number of different job titles reported for each job category in each type of establishment. There was overlap in use of job titles, thus, the total number of job titles reported does not equal the sum of the number of job titles reported per job category and per type of establishment.

Table 3. Number of job titles reported by respondents, classified by job category and type of establishment

Respondents	R[a]	HN	CU	S	Total job titles, all establishments
Manager	4	8	7	1	14
Upper-level production	7	15	11	-	24
Middle-level production	13	14	14	8	38
Upper-level service	8	10	7	-	24
Middle-level service	8	19	6	-	32
Total, job titles reported	40	66	45	9	132

[a] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School

Information provided from the task lists was analyzed to provide the following data:

1. Number of responses to each task item according to level of frequency of performance, that is, the task was performed

   4 - several times a day

   3 - once a day or several times a week

   2 - once a week or several times a month

1 - once a month or less
0 - never

2. Total number of responses to each task item
3. Number of participants in the study that did not respond to each task item
4. Percent of respondents who indicated that they did perform a task, levels four through one
5. Mean level of frequency for levels four through one for each task
6. Standard deviation
7. Mean level of frequency for levels four through zero for each task
8. Standard deviation.

The above data were classified according to function to which the task contributed and the type of establishment represented by the respondents. Data were then further classified by job category of respondents. Data regarding percent of respondents who indicated that they did perform the tasks, levels four through one, are summarized in subsequent tables. Tasks performed by more than 20 percent and more than 50 percent of the respondents are indicated. Tasks are listed according to the functions to which they contributed. The number given before each task listed refers to the number of the task on the data collection instrument in Appendix A. Data are classified by job category and type of establishment.

Tasks that were not performed by more than 20 percent of the respondents in at least one job category in one type of establishment were dropped from the corresponding tables in which the job category task performance was shown.

Tasks 46 and 133 were dropped from the tables because it was apparent from the responses that the task statements were misinterpreted. Task 164b was not performed by any of the respondents.

As shown in Appendix B and in subsequent tables, schools lacked sufficient numbers of positions for middle-level service, upper-level service, and upper-level production categories for inclusion in the findings. Only data for the middle-level production and manager job categories are reported in the present study.

The mean frequency, based on the frequency of task performance by those personnel who actually performed a task (levels four through one), is also reported in several of the subsequent tables. In the food service industry, frequency of performance does not necessarily relate to the relative importance of the task. In addition, there may be a wide range in frequency of performance among personnel in the same job category and in the same type of food service establishment who do perform the task. These differences in performance may result from variations in organization of jobs, operating procedures, type of menu and service, or from the abilities and experience of each worker.

Mean scores for frequency of performance (based on levels four through one) were classified as follows:

Classification	Mean Scores
A	4.0 - 3.5
B	3.4 - 2.5
C	2.4 - 1.5
D	1.4 - 1.0

The classifications for frequency of performance are shown on the subsequent tables for each task performed.

The findings are first presented according to job categories, with consideration for the effect of establishments. Similarities and differences among the categories are then considered. In tables, tasks are grouped according to function and then listed in the sequence given on the original task list administered to personnel. Since the function of supervision and management have subfunctions, the tasks for these functions are grouped by subfunctions; hence, the tasks will be in ascending numerical sequence within each subfunction.

Performance of Tasks by Middle-level Service, Upper-level Service, Middle-level Production, and Upper-level Production Personnel

Performance of tasks by middle-level service personnel

The number of tasks performed by more than 20 percent of middle-level service personnel is shown in Table 4.

Service tasks The service tasks may be considered in three groups: direct tasks, supporting tasks, and miscellaneous tasks. Almost half the service tasks indicate the important role of liaison between the organization and the patron and involve a direct service to the patron, for example, "Greet patrons and show them to seats," or "Present menu to patrons." About one-third of the service tasks have to do with support of the direct tasks. Examples of such tasks are, "Set tables," or "Set up serving areas." The miscellaneous service tasks are related to quality, quantity, and cost

Table 4. Number of tasks performed by middle-level service personnel, classified by job function and type of establishment

Job function	Total number of tasks retained in study[a]	Number of tasks performed by personnel in job category			
		Total	R[b]	HN	CU
Service	50	46	45	37	38
Production	63	44	14	23	40
Sanitation/safety	39	31	19	24	27
Menu planning	9	1	-	-	1
Procurement	21	3	2	2	1
Supervision	90	38	25	25	28
Management	49	2	2	-	-

[a] Tasks retained in study include those tasks performed only by managers.

[b] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

control or represent opportunities for an employee's personal and professional growth.

Middle-level service personnel performed 46 of the 50 service tasks. As indicated in Table 5, not only were most of the service tasks performed in one or more types of establishments, but 38 service tasks were performed by more than 50 percent of the respondents in one or more types of establishments.

All but one of the tasks performed by this job category were performed by restaurant personnel. The exception was task 22, "Record modified diet orders and/or food preferences." Task 22 was unique to hospital/nursing home personnel.

Table 5. Service tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
1.	Set tables	65A	xB	xA
2.	Greet patrons and show them to seats	65B	xB	-
3.	Present menu to patrons	82B	xB	-
4.	Answer patrons' questions regarding menu choices and food preparation	100A	60B	88B
5.	Take patrons' orders according to given procedures	94A	xB	63A
6.	Relay patrons' orders to kitchen	100A	56B	-
7.	Serve food, beverages, and condiments to patrons	100A	72A	88A
8.	Give menu substitutions, second helpings, or special diet items	71B	76A	75A
9.	Replenish coffee, water, rolls, and butter	88A	64A	75A
10.	Ask patrons served how they enjoyed meal	88B	xB	xC
11.	Present bill to patrons	71A	-	xB
12.	Accept payment from patrons (cash, meal ticket, cards, etc.)	88A	-	xC
13.	Take dining room reservations	xB	-	-
15.	Replenish foods in serving counters, hot food tables, etc.	63A	60A	100A
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	xA	64A	100A
17.	Arrange food and beverages in an attractive manner (e.g., cafeteria counter, buffet table, dessert tray)	65A	68B	100A

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 5. (continued)

Task number	Task	R^c	HN	CU
19.	Put up menu on display board	xB	-	xB
20.	Prepare menu sheets or folders	xC	-	-
22.	Record modified diet orders and/or food preferences	-	xB	-
24.	Set up serving areas (serving counter, buffet table, trayline, etc.)	65B	72A	100A
26.	Portion or serve the following foods:			
	a) juices	92A	80A	88B
	b) soups	93A	79B	100B
	c) meats	87A	83B	100A
	d) potatoes, rice, noodles, or vegetables	87A	84B	100B
	e) garnishes or relishes	85B	83B	100B
	f) butter	100A	84A	88B
	g) bread, rolls	100A	84A	88B
	h) cereals	xA	84B	75B
	i) salads	93A	79B	88B
	j) sandwiches	100B	67B	100B
	k) desserts	93A	80A	100B
	l) beverages	86A	84A	88B
	m) special or modified diet items	57B	72B	57C
	n) take-out	87B	-	xB
28.	Transport prepared foods:			
	a) within the building	56B	63A	-
31.	Clear and clean dining room tables	88A	xB	75C
32.	Reset tables	65A	xB	xB
33.	Return leftover food to kitchen area	53A	67B	100B
34.	Clean and replenish waiter service stations	80A	xB	63A
35.	Operate cash register	65A	xB	xD
37.	Count number of people served	xB	xB	xC
38.	For special events:			
	a) set tables	59C	xC	xC

Table 5. (continued)

Task number	Task	R^c	HN	CU
38.	b) set up rooms	xC	-	xB
	c) decorate rooms	xC	-	-
39.	Store and maintain equipment for special events	xC	-	xD
132.	Serve standard portion sizes	65A	64A	88A

Non-performance of direct service tasks within a given establishment was probably due to type of service. For instance, college/university personnel did not "Greet patrons and show them to seats," or "Present menu to patrons," because colleges/universities usually serve cafeteria style. Similarly, hospitals/nursing homes do not usually receive payment as a meal is served to patients; therefore, hospital/nursing home personnel did not perform such tasks as, "Present bill to patrons." In this job category, restaurant personnel were unique in that they took dining room reservations.

As would be expected, middle-level service personnel from all types of establishments performed most of the supporting tasks. As with direct service tasks, the supporting tasks unrelated to the establishment's type of service were not performed, as in the case of college/university personnel who did not "Relay patron's order to kitchen." Tasks tending to differentiate patrons' service requirements were not performed in all establishments. For instance, restaurant personnel performed four tasks related to special events, college/university personnel performed three of them, and hospital/nursing home personnel, one. However, as mentioned before, hospital/nursing home personnel were unique in that they recorded modified diets.

Performance of miscellaneous tasks was related to quantity and cost control; tasks numbered 35, 37, and 132 were common to middle-level service personnel in all types of establishments.

As would be expected for middle-level service personnel, most of the mean frequency ratings for service tasks performed were for several times a week or more, often several times a day.

Production tasks Middle-level service personnel performed more than two-thirds, or 44 of the total 63 production tasks. Of the 44 tasks presented in Table 6, college/university personnel performed 40, hospital/nursing home personnel 23, and restaurant personnel, 14.

College/university personnel, especially, performed more production tasks than might be expected by this job category. In the middle-level service job category, only personnel in colleges/universities operated food mixers and ovens. They also prepared more food items than did personnel from other types of establishments, including sauces, gravies, waffles, pies, and pastries. Since large numbers of people are served in a relatively short time, many employees are apparently required during service periods and, therefore, are available to assist with production when the cafeteria is not open.

Tasks common to respondents from all establishments included those related to quality and portion control, work schedules, transportation of food during preparation, operation of certain special equipment, and preparation of certain foods.

In general, the level of frequency for performance of production tasks was lower than for service tasks; however, for the job category as a whole, approximately one-half the mean frequency ratings for tasks performed were for several times a week or more often.

Table 6. Production tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
47.	Follow written recipes in preparing food	-	-	xB
52.	Discuss work schedules and preparation of food with:			
	b) supervisor	xC	57C	83C
54.	Assemble all recipe ingredients	-	-	xC
55.	Weigh recipe ingredients	-	-	xC
56.	Measure recipe ingredients	xC	-	xC
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	xB	60B	88B
58.	Prepare food for cook's use:			
	a) fruits	-	xC	-
	b) vegetables	-	xC	xC
	e) slice meat, poultry, and/or cheese	-	-	xC
	f) bread meat, fish, and/or poultry	-	-	xC
59.	Prepare foods for modified diets by:			
	a) weighing	-	xB	xC

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 6. (continued)

Task number	Task	R[c]	HN	CU
59.	b) measuring	-	xB	-
61.	Prepare leftovers for storage	-	xB	63B
66.	Operate special equipment (during course of work):			
	a) scale	xB	xB	xC
	b) food mixer	-	-	xC
	c) slicer	xC	xC	xC
	d) deep fat fryer	xC	-	xB
	e) oven	-	-	xC
	g) grill	xC	-	xB
	k) high speed cutter or chopper	-	-	xC
	m) coffee urn and/or coffeemaker	xA	64A	88B
	p) blender	-	xB	-
67.	Prepare for meal service:			
	a) fruits	xA	68B	100B
	b) juices	xA	76B	88B
	c) salad ingredients	-	xC	xC
	d) salads	xB	xB	63C
	e) fountain items	-	xB	xC
	f) sandwich ingredients and fillings	-	-	xD
	g) sandwiches	-	xB	63C
	h) relishes and garnishes	xA	xB	63C
	i) soups	-	-	xB
	j) sauces, gravies	-	-	xB
	n) eggs and egg dishes	-	xC	xC
	p) vegetables	-	-	xD
	s) waffles, pancakes	-	-	63C
	t) hot cereals	-	-	xB
	u) toast	xB	72B	88B
	v) baked desserts	-	-	xC
	w) puddings	-	-	xC

Table 6. (continued)

Task number	Task	R^c	HN	CU
67.	x) pies, pastries	-	-	xC
	y) cakes and cookies	-	-	57C
	z) bread and rolls	-	xB	xB
	aa) beverages	xA	64B	63A
	ad) pureed foods	-	xC	-

Sanitation/safety tasks Middle-level service personnel performed 31 of the 39 sanitation/safety tasks. As with production tasks, college/university personnel performed more sanitation/safety tasks than did hospital/nursing home or restaurant personnel.

According to Table 7, more than 50 percent of respondents in all three types of establishments performed 5 of the 31 tasks, such as, "Return soiled dishes to dishwashing area," "Follow health rules...," and "Clean counters."

The tasks not performed in some establishments or performed by fewer respondents had to do with washing dishes and utensils and cleaning equipment and the physical surroundings, such as walls and floors. More restaurant personnel responded to sanitation/safety tasks that were performed in the serving area. For instance, they returned soiled dishes to the dishwashing area, but did not wash them; they cleaned dining room tables and chairs, but not ovens. Performance of such tasks again points to the fact that middle-level service personnel in restaurants seem to work less often in the kitchen than they might if employed by a hospital/

Table 7. Sanitation/safety tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
29.	Return soiled dishes to dishwashing area	88A	80A	100A
30.	Receive soiled trays and dishes returned (bussed)	xB	63B	xC
62.	Dispose of waste materials by proper method	xB	72A	88B
66.	Operate special equipment (during course of work):			
	n) garbage disposal unit	-	60A	xB
	o) dish machine	-	xB	xD
94.	Follow health rules and regulations when handling foods	94A	88A	88A
95.	Wash dishes using recommended procedures:			
	a) by hand	-	xA	xB
	b) by dishmachine	-	xA	-
96.	Wash cooking and serving utensils:			
	a) by hand	xB	xB	57B
	b) by machine	xB	xA	-
97.	Clean:			
	a) counters	88A	76A	100A
	b) refrigerators	xB	60B	63B
	c) hot tables	xA	63A	100B
	d) work tables	65A	76A	88A
	e) dining room tables	65A	xA	75C

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 7. (continued)

Task number	Task	R^c	HN	CU
97.	Clean:			
	f) dining room chairs	65B	xB	86C
	g) service stands	63A	xA	88C
	h) food trucks	-	xB	63C
	i) ovens	-	-	xC
	k) ranges	-	-	xC
	l) grills	-	-	xC
	n) deep fat fryers	-	-	xC
	o) coffee urn	xA	64B	88B
	p) dish machine	-	xA	xD
98.	Clean:			
	a) windows	xB	-	xD
	b) woodwork	xC	-	xD
	c) storage areas	xC	xB	xD
	e) walls	-	-	xD
	i) floors - wet mop	-	xB	-
107.	Maintain safe working conditions	xA	72A	-
113.	Check cleanliness and appropriateness of dress:			
	a) for self	88A	84A	88A

nursing home or, especially, by a college/university.

For the job category as a whole, approximately three-fourths of the mean frequency ratings for tasks performed were for several times a week or more often. In hospitals/nursing homes all of the sanitation/safety tasks performed were performed several times a week or more often.

Menu planning tasks   In general, tasks related to menu planning were not performed by this category of personnel, as is shown in Table 4. The exception, task 71, "Check menu for attractiveness of color, flavor, and texture," was performed by 50 percent of middle-level service personnel in college/university food service.

Procurement tasks   Middle-level service personnel seldom performed procurement tasks. As shown in Table 8, of the three tasks performed by these personnel, two were concerned with the storage and distribution of goods. No procurement task was performed by more than 50 percent of personnel in this job category in any type of food service. Only in restaurants was the task, "Keep informed of price and market changes" performed. The task, "Fill requisitions and distribute goods" was

Table 8. Procurement tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
91.	Place received items in storage	xB	xC	xD
92.	Fill requisitions and distribute goods	-	xB	-
137.	Keep informed of price and product market changes	xC	-	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

performed by this job category of personnel only in hospitals/nursing homes.

Supervision tasks Middle-level service personnel in the three types of establishments performed a similar number of supervision tasks at both the above 20 and 50 percent response levels, as shown in Table 9. Of the total 90 supervision tasks, 38 were performed by these personnel.

Table 9. Supervision tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
23.	Decide number of portions of various foods needed for meal service	xB	xB	xB
25.	Check that holding temperatures for food and beverages are correct	65B	54A	88A
40.	Determine number of portions of menu items served	xB	xB	xA
41.	Calculate food waste by checking:			
	a) plate returns	-	xB	-
52.	Discuss work schedules and preparation of food with:			
	a) assistant	-	xB	57C
64.	Decide on portion sizes	-	xA	75B
65.	Check sizes of portions served by:			
	b) weighing	xB	xB	xC
	c) measuring	xB	xB	57B
	d) viewing	xA	65B	86A

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 9. (continued)

Task number	Task	R[C]	HN	CU
73.	Post menus where they are seen by staff	xB	-	xB
93.	Check conditions of goods in storage areas	xC	-	xC
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	-	xC	-
114.	Maintain current job descriptions	xB	xB	-
119.	Acquaint new employees with their own and with other people's responsibilities within the department	69C	xD	63C
120.	Discuss objectives, policies, and standards with new employees	69C	-	-
121.	Evaluate personnel performance	xC	-	-
130.	Write requisitions for storeroom items	xC	-	xB
18.	Check that foods are attractively served to patrons	88A	68A	100A
27.	Check patrons' trays for correct contents and appearance	xA	84A	xB
36.	Tally checks and compare with cash	xB	-	-
78.	Provide diet instructions at physician's request	-	xC	-
112.	Handle grievances, problems, and complaints of:			
	a) patrons	xC	-	-
147.	Supervise:			
	aa) counter/tray line attendant	-	-	xA
42.	Calculate food supplies needed for day's production	-	-	xB
43.	Inform staff of amounts of menu items to be prepared	-	xB	xB
44.	Check to see that all ingredients and food items required for menu are in stock	xB	xB	xB
49.	Check recipes and record needed changes	-	-	xD
50.	Develop and/or test new recipes	-	-	xD
51.	Check quality of prepared food by tasting and/or smelling	xB	xB	xC
60.	Decide if leftover foods should be saved or discarded	xB	xB	63B

Table 9. (continued)

Task number	Task	R^C	HN	CU
65.	Check sizes of portions served by:			
	a) calculating	-	xB	xC
72.	Hold menu conference with staff members	-	-	xC
108.	Evaluate safety practices in department	xB	-	-
113.	Check cleanliness and appropriateness of dress:			
	b) for others	-	xB	xA
146.	Train personnel:			
	a) informally	53D	xD	xD
	b) using a planned program	xD	xD	-
150.	Staff meetings:			
	b) attend	xD	xD	xB
153.	Participate in department discussion sessions	xD	xD	xD

These were tasks mainly concerned with holding, portioning, or serving food; or with training, evaluating, or scheduling employees. Of the 11 tasks performed by more than 50 percent of the respondents in at least one type of establishment, all were tasks related to serving food or to employee training.

Five supervision tasks were performed by middle-level service personnel only in restaurants; two involved training of others. Five supervision tasks were performed by more than 50 percent of middle-level personnel in restaurants, two of which were concerned with serving quality food and three with training new employees.

The three supervision tasks performed by middle-level personnel only in hospitals/nursing homes involved calculating waste, calling regarding maintenance of equipment, and providing diet information. All four tasks performed by more than 50 percent of these personnel related to portioning or serving food.

Five supervision tasks were performed only in college/university food service by middle-level service employees. Of the five, four were related to service and production. Eight supervision tasks were performed by more than 50 percent of middle-level service personnel in college/university food service. Six of these dealt with ensuring quality and quantity control of the food served.

For the job category, approximately two-thirds of the mean frequency ratings for supervision tasks performed were for several times a week or more often.

Management tasks   Management tasks were seldom performed by middle-level service personnel, none by more than 50 percent of the respondents. Two of the 49 tasks were performed, and these only by restaurant personnel, as shown in Table 10.

Table 10. Management tasks performed by more than 20 and more than 50 percent[a] of middle-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
148.	Develop on-the-job training procedures	xC	-	-
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	xD	-	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Performance of tasks by upper-level service personnel

The number of tasks performed by more than 20 percent of upper-level service personnel is shown in Table 11.

Table 11. Number of tasks performed by upper-level service personnel, classified by job function and type of establishment

Job function	Total number of tasks retained in study[a]	Number of tasks performed by personnel in job category			
		Total	R[b]	HN	CU
Service	50	50	45	44	45
Production	63	37	11	28	28
Sanitation/safety	39	29	21	21	22
Menu planning	9	8	4	8	1
Procurement	21	12	10	8	9
Supervision	90	81	56	67	73
Management	49	21	17	17	8

[a] Tasks retained in study include those tasks performed only by managers.

[b] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Service tasks All service tasks were performed by upper-level service personnel in at least one type of establishment. As shown in Table 12, most of the tasks were performed by more than 50 percent of personnel in one or more types of establishments.

Twenty-two of 26 direct-service-to-patron tasks were common to upper-level service personnel in all establishments. More than 50 percent of respondents in all establishments answered patrons' questions, served food and substitutions, replenished coffee, and portioned or served specific food items. Because of the type of service provided, hospital/nursing home personnel did not perform tasks such as, "Greet patrons and shown them to seats," or "Present bill to patrons." Portioning or serving special or modified diet items was performed only by personnel in hospitals/nursing homes and colleges/universities.

Most of the service support tasks were also common to respondents from all establishments. Examples of common tasks were setting tables and replenishing serving counters. Some tasks were common to respondents of two types of establishments. For example, restaurant and college/university personnel set up special food displays.

In this job category, three service support tasks were unique to hospital/nursing home personnel. They were the tasks of recording and maintaining modified diet records and setting up special food bulletin boards. One service support task, "Reset tables," was unique to restaurants.

In the miscellaneous grouping of service tasks, quantity and cost control tasks were common to all.

The upper-level service personnel did not perform service tasks as frequently as did middle-level service personnel; almost two-thirds of the mean frequency ratings for tasks performed were for several times a week or more often.

Table 12. Service tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
1.	Set tables	73A	xC	60C
2.	Greet patrons and shown them to seats	82A	-	xB
3.	Present menu to patrons	xA	xC	60B
4.	Answer patrons' questions regarding menu choices and food preparation	91B	73B	100B
5.	Take patrons' orders according to given procedures	64C	xB	60B
6.	Relay patrons' orders to kitchen	82B	53B	60B
7.	Serve food, beverages, and condiments to patrons	82B	73B	100A
8.	Give menu substitutions, second helpings, or special diet items	55B	67B	80B
9.	Replenish coffee, water, rolls, and butter	82A	64B	80B
10.	Ask patrons served how they enjoyed meal	100A	67B	70C
11.	Present bill to patrons	73B	-	xB
12.	Accept payment from patrons (cash, meal ticket, cards, etc.)	64B	xC	70B
13.	Take dining room reservations	73A	-	xB
15.	Replenish foods in serving counters, hot food tables, etc.	xC	60B	80B
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	55B	87B	100A
17.	Arrange food and beverages in an attractive manner (e.g., cafeteria counter, buffet table, dessert tray	55B	67B	100B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 12. (continued)

Task number	Task	R^c	HN	CU
19.	Put up menu on display board	xB	-	70C
20.	Prepare menu sheets or folders	xC	xC	-
22.	Record modified diet orders and/or food preferences	-	53A	-
24.	Set up serving areas (serving counter, buffet table, trayline, etc.)	xC	73C	100A
26.	Portion or serve the following foods:			
	a) juices	xB	80C	56B
	b) soups	60B	73C	100B
	c) meats	60B	71C	89A
	d) potatoes, rice, noodles, or vegetables	60B	73C	89A
	e) garnishes or relishes	xB	60C	56B
	f) butter	xB	80B	67B
	g) bread, rolls	60B	80C	78B
	h) cereals	xC	73C	xB
	i) salads	xB	67C	89A
	j) sandwiches	60B	60C	89B
	k) desserts	xB	73C	78B
	l) beverages	60A	80B	56B
	m) special or modified diet items	-	57B	78C
	n) take-out	64B	xC	100B
28.	Transport prepared foods:			
	a) within the building	55B	73C	60B
	b) to other centers	xB	xC	xB
31.	Clear and clean dining room tables	91B	xC	70C
32.	Reset tables	73B	-	-
33.	Return leftover food to kitchen area	xB	53B	80B
34.	Clean and replenish waiter service stations	xA	-	xC
35.	Operate cash register	xA	xC	xC
37.	Count number of people served	xB	73C	70C

Table 12. (continued)

Task number	Task	R^c	HN	CU
38.	For special events:			
	a) set tables	82C	60D	78C
	b) set up rooms	78B	xD	78C
	c) decorate rooms	60C	xD	70D
39.	Store and maintain equipment for special events	64C	60D	80C
75.	Maintain record of modified diet requirements	-	xB	-
132.	Serve standard portion sizes	55B	80A	89A
162.	Set up special food:			
	a) displays	-	xD	xC
	b) bulletin boards	-	xD	-

Production tasks Upper-level service personnel performed 37 of the 63 production tasks. The responses by personnel are shown in Table 13. Only one task was performed by more than 50 percent of respondents from all establishments: "Discuss work schedules and preparation of food with supervisor."

Hospital/nursing home and college/university personnel performed more than twice as many production tasks as did restaurant personnel. Some of the production tasks performed by personnel in the two types of establishments included, "Follow written recipes in preparing food" and "Operate... slicer."

Almost two-thirds of the mean frequency ratings for production tasks performed by upper-level service personnel were for once a week or less.

Table 13. Production tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
47.	Follow written recipes in preparing food	-	xD	xB
52.	Discuss work schedules and preparation of food with:			
	b) supervisor	75B	86B	100B
54.	Assemble all recipe ingredients	-	xD	xC
56.	Measure recipe ingredients	-	xD	xB
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	xA	53B	89B
58.	Prepare food for cook's use:			
	b) vegetables	-	-	xD
	e) slice meat, poultry, and/or cheese	-	-	xD
59.	Prepare foods for modified diets by:			
	a) weighing	-	64C	-
	b) measuring	-	67C	-
61.	Prepare leftovers for storage	-	xC	67C
66.	Operate special equipment (during course of work):			
	a) scale	-	60B	78C
	b) food mixer	-	xD	xB
	c) slicer	-	60C	56C
	d) deep fat fryer	-	-	xC
	e) oven	-	xC	xC
	g) grill	-	-	56C

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 13. (continued)

Task number	Task	R^c	HN	CU
66.	h) steam-jacketed kettle	-	-	xC
	i) steamer - low pressure	-	-	xC
	j) steamer - high pressure	-	-	xC
	k) high speed cutter or chopper	-	xD	xC
	m) coffee urn and/or coffeemaker	xB	67B	100B
	p) blender	-	53B	-
67.	Prepare for meal service:			
	a) fruits	xC	60C	67C
	b) juices	xB	62C	xB
	c) salad ingredients	xB	53D	xB
	d) salads	xB	60C	xB
	e) fountain items	xC	-	-
	f) sandwich ingredients and fillings	-	xC	-
	g) sandwiches	-	60C	xB
	h) relishes and garnishes	-	xD	xB
	n) eggs and egg dishes	-	xC	xC
	u) toast	-	73C	xB
	x) pies, pastries	xB	-	-
	z) breads and rolls	xB	xC	-
	aa) beverages	xA	64C	70B
	ac) tube feeding	-	xC	-
	ad) pureed foods	-	xC	-

Sanitation/safety tasks As with production tasks, it might seem unusual for these personnel to perform sanitation/safety tasks; however, upper-level service personnel did perform 29 of the 39 tasks in this functional group. The number of sanitation/safety tasks performed by personnel in the three types of establishments was nearly the same.

Restaurant and hospital/nursing home personnel each performed 21 of the 39 tasks, and college/university personnel performed 22.

Tasks performed are shown in Table 14. One hundred percent of the respondents indicated they checked their own cleanliness and appropriateness of dress. More than 50 percent of respondents from all establishments returned soiled dishes to the dishwashing area, followed health rules, cleaned counters, and maintained safe working conditions. Dishwashing and cleaning tasks were performed by respondents from at least one type of establishment.

Almost two-third of the mean frequency ratings for tasks performed were for performance several times a week or more often by upper-level service personnel.

Table 14. Sanitation/safety tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
29.	Return soiled dishes to dishwashing area	82B	73B	80A
30.	Receive soiled trays and dishes returned (bussed)	xB	53C	xB
62.	Dispose of waste materials by proper method	xB	64B	89B
66.	Operate special equipment (during course of work):			
	n) garbage disposal unit	-	60B	80B

---

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 14. (continued)

Task number	Task	R[c]	HN	CU
66.	o) dish machine	-	xC	xD
94.	Follow health rules and regulations when handling foods	73A	93A	100A
95.	Wash dishes using recommended procedures:			
	a) by hand	xC	xC	-
	b) by dishmachine	-	xC	xD
96.	Wash cooking and serving utensils:			
	a) by hand	xC	xC	xB
	b) by machine	-	xD	-
97.	Clean:			
	a) counters	55A	73B	90A
	b) refrigerators	xB	60C	70C
	c) hot tables	-	60B	80B
	d) work tables	-	73B	70B
	e) dining room tables	73B	xC	60B
	f) dining room chairs	73B	-	xB
	g) service stands	64B	-	xB
	h) food trucks	-	xC	-
	o) coffee urn	xC	53C	60B
98.	Clean:			
	a) windows	55B	-	xC
	b) woodwork	55C	-	xD
	c) storage areas	55C	xD	xC
	e) walls	-	-	xD
	f) overhead fixtures	xD	-	-
	h) floors - dry mop	xB	-	-
	i) floors - wet mop	xB	xC	-
	j) floors - vacuum	xB	-	-
107.	Maintain safe working conditions	55A	77A	78B
113.	Check cleanliness and appropriateness of dress:			
	a) for self	100A	100B	100A

Menu planning tasks   Eight of the nine menu planning tasks were performed by upper-level service employees in at least one type of food service establishment, as is shown in Table 15. Only one was performed at the more than 50 percent level.

Only four menu planning tasks were performed by restaurant personnel, none of which was performed by more than 50 percent of the respondents.

Table 15. Menu planning tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
45.	Decide use of leftover foods in the menu	xC	xC	-
68.	Plan menus:			
	a) general menus	-	xC	-
	b) modified diet menus	-	xC	-
	c) banquet or special menus	xC	xC	-
69.	Keep file of previous menus	xC	xC	-
70.	Check menu for nutritional adequacy	-	xD	-
71.	Check menu for attractiveness of color, flavor, and texture	xC	73B	xB
76.	Adapt menu for modified diets	-	xC	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Upper-level service personnel in hospitals/nursing homes performed eight menu planning tasks. The four tasks performed only in hospital/

nursing home food service by this job category were concerned with planning general and modified diets, checking menus for nutritional adequacy, and adapting menus to modified diets. One menu planning task, "Check menu for attractiveness of color, flavor, and texture," was performed by more than 50 percent of these respondents.

In college/university food service, upper-level service personnel performed no menu planning tasks other than, "Check menu for attractiveness of color, flavor, and texture."

Except for task 71, frequency of performance was always once a week or less.

Procurement tasks   Twelve of the 21 procurement tasks were performed by upper-level service personnel, as is shown in Table 16. They were mainly tasks involving estimating requirements and ordering, receiving, and storing supplies. Performance of tasks in this function was similar in the three types of establishments.

Only in restaurants did this group of personnel perform the task, "Maintain current price lists for food and other supplies." No restaurant personnel performed procurement tasks at the more than 50 percent response level.

Personnel in hospitals/nursing homes were the only ones to "Place orders with purchasing agents." More than 50 percent of the upper-level service employees in hospital/nursing home food service performed the tasks, "Fill requisitions and distribute goods" and "Recommend purchase of equipment."

Only in college/university food service did upper-level service

Table 16. Procurement tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
82.	Estimate requirements for food purchase orders	xC	-	xC
84.	Maintain current price lists for food and other supplies	xC	-	-
86.	Place orders:			
	a) with suppliers	xC	xC	xC
	b) with purchasing agent	-	xC	-
87.	File purchase orders	-	-	xC
88.	Check invoice against purchase order	xC	xC	xC
89.	Inspect quality and quantity of delivered items	xC	xC	60C
90.	Handle returns and adjustments	xC	-	xC
91.	Place received items in storage	xC	xC	67C
92.	Fill requisitions and distribute goods	xC	53C	xC
137.	Keep informed of price and product market changes	xB	xC	-
145.	Recommend purchase of equipment	xD	60D	xD

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

personnel "File purchase orders." The two tasks they performed at the more than 50 percent response level involved receiving and storage.

Except in one instance, task 137, frequency of performance was once a week or less.

Supervision tasks Eighty-one of the 90 supervision tasks retained in the study were performed by upper-level service personnel in at least one type of establishment, as is shown in Table 17. These personnel in the three types of establishments performed many of the same tasks. Forty-nine supervision tasks were performed in all three types of establishments. Task number 18, "Check that foods are attractively served to patrons," was performed by 100 percent of these respondents. Fourteen tasks were performed by more than 50 percent of upper-level service personnel in all three types of establishments. Four of these tasks dealt with the quality of the food served; eight were concerned with employee supervision, training, and personal relations; and two were miscellaneous. The latter two involved handling patrons' complaints and participating in department discussions.

Twenty-eight tasks were performed by more than 50 percent of upper-level personnel in restaurants, 15 of which were concerned with supervising or training employees, five with the quality of food and service, and three with professional improvement.

Upper-level service personnel in hospitals/nursing homes performed 67 of the 90 supervision tasks. Only in hospitals/nursing homes did these personnel perform tasks 77 and 78, both concerned with modified diets. They were also the only personnel in this job category who supervised a clerk or secretary, figured recipe costs, or attended educational workshops. Forty-one supervision tasks were performed by more than 50 percent of the upper-level service personnel in hospitals/nursing homes. Nineteen of these tasks dealt with employee training or supervision, 14 with the control of

Table 17. Supervision tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
14.	Make and confirm arrangements for catered or special events	73B	xC	xC
23.	Decide number of portions of various foods needed for meal service	xC	64B	xA
25.	Check that holding temperatures for food and beverages are correct	64B	87B	100A
40.	Determine number of portions of menu items served	xB	53B	xA
41.	Calculate food waste by checking:			
	a) plate returns	-	xC	xB
	b) unordered food items	-	xB	xB
52.	Discuss work schedules and preparation of food with:			
	a) assistant	57A	62B	100B
63.	Keep written records of overproduction or shortage of food items	xB	xC	xB
64.	Decide on portion sizes	-	73B	60B
65.	Check sizes of portions served by:			
	b) weighing	xB	86B	xA
	c) measuring	-	93B	xA
	d) viewing	xB	93B	80A
73.	Post menus where they are seen by staff	64B	53C	xC
74.	Write work instructions and explain to staff members	55C	80C	xB

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 17. (continued)

Task number	Task	R[c]	HN	CU
93.	Check conditions of goods in storage areas	xC	xD	70C
99.	Prepare work schedules for routine and major cleaning assignments	xC	93C	-
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	xC	73C	78C
101.	Fill out reports on missing items	-	xC	xC
102.	Fill out reports on broken items	xD	xC	xC
103.	Keep equipment operation and maintenance records	-	-	xC
110.	Plan time and/or work schedules for staff	91C	93C	xC
111.	Keep a written record of incidents	xC	xC	xC
112.	Handle grievances, problems, and complaints of:			
	b) personnel	100B	87B	56B
114.	Maintain current job descriptions	67C	73D	xC
119.	Acquaint new employees with their own and with other people's responsibilities within the department	100D	93D	80C
120.	Discuss objectives, policies, and standards with new employees	80C	87D	70C
121.	Evaluate personnel performance	91C	86C	60C
130.	Write requisitions for storeroom items	xC	53C	xB
147.	Supervise:			
	r) secretary or clerk	-	xC	-
18.	Check that foods are attractively served to patrons	100A	100A	100A
27.	Check patrons' trays for correct contents and appearance	89B	80B	67A
36.	Tally checks and compare with cash	64B	-	xC
77.	Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors	-	xB	-
78.	Provide diet instructions at physician's request	-	xB	-
112.	Handle grievances, problems, and complaints of:			
	a) patrons	91B	86B	56B

Table 17. (continued)

Task number	Task	R^c	HN	CU
134.	Evaluate:			
	b) service procedures	60B	xC	xB
147.	Supervise:			
	w) cashier	55A	xB	xB
	x) food checker	-	60B	xB
	z) waiter/waitress	55A	-	xB
	aa) counter/tray line attendant	xA	80A	67A
	ac) fountain man	-	-	xB
	ad) tray delivery girl	xA	73B	-
	ae) busboy/busgirl	55A	-	xB
42.	Calculate food supplies needed for day's production	xB	67B	60B
43.	Inform staff of amounts of menu items to be prepared	xB	53B	xB
44.	Check to see that all ingredients and food items required for menu are in stock	55C	xC	60B
48.	Figure cost of recipes used	-	xD	-
49.	Check recipes and record needed changes	-	-	xC
50.	Develop and/or test new recipes	-	xD	xD
51.	Check quality of prepared food by tasting and/or smelling	73B	93B	80A
53.	Check that all requisitioned foods were delivered from storeroom	xC	xC	xA
60.	Decide if leftover foods should be saved or discarded	xB	67C	80B
65.	Check sizes of portions served by:			
	a) calculating	-	71C	57A
72.	Hold menu conference with staff members	xB	xD	xB
129.	Keep records of amounts of daily food production	xB	xB	xB
134.	Evaluate:			
	a) production procedures	xB	xC	xB

Table 17. (continued)

Task number	Task	R^c	HN	CU
147.	Supervise:			
	e) baker	-	-	xA
	g) cook	xB	xC	xA
	i) assistant cook	xB	-	xA
	j) cook's helper	xB	xB	xA
	k) kitchen helper	xB	60B	xB
	l) dishwasher	xB	67A	xB
	m) pot washer	xB	xA	xB
	o) delivery truck driver	-	-	xC
	p) receiving clerk	-	-	xB
	q) storeroom man	-	-	xB
104.	Administer first aid	55C	-	60C
105.	Fill out accident reports	xD	67D	xD
106.	Keep a written record of accidents	-	-	xD
108.	Evaluate safety practices in department	xB	71B	xB
113.	Check cleanliness and appropriateness of dress:			
	b) for others	100B	100B	90B
131.	Keep written inventory records:			
	a) for food	-	-	xC
146.	Train personnel:			
	a) informally	88C	86C	88C
	b) using a planned program	55C	67C	xC
150.	Staff meetings:			
	b) attend	89C	87D	78C
151.	Read professional and industry publications as part of job	55C	73C	xD
152.	Attend food service industry:			
	a) workshops	-	xD	-
	b) educational meetings	-	53D	xC
	c) trade shows	-	xD	xD

Table 17. (continued)

Task number	Task	R^c	HN	CU
153.	Participate in department discussion sessions	82D	93C	78C
154.	Contribute to employee news letter, magazine, etc.	-	xD	-

quality or quantity of food production, four with professional improvement or contribution, and four with maintenance or sanitation.

Nine tasks were performed by upper-level service personnel only in college/university food service operations; five related to the supervision of particular groups of employees and four were miscellaneous. Of the 24 supervision tasks performed by more than 50 percent of upper-level service personnel, only task 93, "Check conditions of goods in storage areas," was unique to colleges/universities at this performance level. Of these 24 supervision tasks, 15 were performed at this level of performance in all three types of establishments, and were mainly concerned with the production and service of food or the training and supervision of employees. Of the remaining nine, five were concerned with food preparation and service, and four were miscellaneous.

Approximately one-half the mean frequency of performance ratings for tasks performed were for several times a week or more often.

Management tasks Twenty-one of the 49 management tasks retained in the study were performed by upper-level service personnel, as is shown in Table 18. The six management tasks performed by this category of personnel in all three types of establishments were concerned with setting standards, employee training or supervision, budget control, or professional self-improvement. The performance of these management tasks was similar in all three types of establishments.

Table 18. Management tasks performed by more than 20 and more than 50 percent[a] of upper-level service personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
115.	Develop organization chart for the department	-	xD	-
116.	Calculate number of employees needed	82C	60C	xC
117.	Interview and evaluate job applicants	xC	54D	-
118.	a) Hire new employees	xD	53D	-
	b) Discharge employees	xD	xD	-
122.	Keep written records of each employee's performance as a basis for training, evaluating, and/or promoting	xC	60C	-
123.	Develop work standards and methods to measure quality and quantity of employee's work	xC	xC	xC
124.	Investigate employees' and patrons' suggestions for improvements and adopt where possible	100C	80C	56D
135.	Establish policies and procedures for department or establishment	xB	xD	-
147.	Supervise:			
	c) cook manager or chef	xB	-	-
	d) head cook	xB	xC	xA

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 18. (continued)

Task number	Task	R^c	HN	CU
147.	u) host/hostess	55A	-	xB
	v) head waiter/waitress	64A	-	xB
126.	Have responsibility for working within the budget	xB	xC	xA
128.	Keep a record of labor costs	xC	-	-
148.	Develop on-the-job training procedures	64D	53C	-
150.	Staff meetings:			
	a) conduct	xC	xD	-
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	73D	60D	67D
163.	Give talks about:			
	a) food	-	xD	-
	c) your food service department	-	xD	-
164.	Give talks to community groups such as:			
	c) student groups or classes	-	xD	-

Management tasks performed by upper-level service personnel only in restaurants were those of supervising the cook manager or chef and recording labor costs. Six tasks were performed by more than 50 percent of upper-level service personnel in restaurants, five of which were concerned with employees.

Four management tasks were performed by upper-level service personnel only in hospitals/nursing homes; three of these were concerned with public relations and one with developing an organization chart. Four of the seven tasks performed by more than 50 percent of upper-level service people in hospitals/nursing homes were similar to those performed in restaurants and were mainly related to employee training and supervision.

In college/university food service, upper-level service personnel performed fewer management tasks and a lower percentage of respondents performed the tasks than did those in either restaurants or hospitals/nursing homes. Tasks performed by these personnel were concerned with employee training and supervision, and with professional self-improvement. The two tasks that were performed by more than 50 percent of these personnel were investigating suggestions for improvement and keeping informed of current legislation as it concerned food service establishments.

Approximately three-fourths of the mean frequency ratings for management tasks performed were for once a week or less.

Performance of tasks by middle-level production personnel

Table 19 indicates the tasks performed by more than 20 percent of middle-level production personnel. There were a sufficient number of school personnel in this category to be included in the analysis, thus making a total of four types of establishments represented.

Table 19. Number of tasks performed by middle-level production personnel, classified by job function and type of establishment.

Job function	Total number of tasks retained in study[a]	Number of tasks performed by personnel in job category				
		Total	R[b]	HN	CU	S
Service	50	36	21	34	28	25
Production	63	62	53	60	57	45
Sanitation/safety	39	36	24	31	26	29
Menu planning	9	7	2	7	1	4
Procurement	21	6	2	6	2	2
Supervision	90	57	35	48	37	36
Management	49	5	1	4	1	2

[a] Tasks retained in study include those tasks performed only by managers.

[b] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Service tasks Middle-level production personnel performed 36 of the 50 service tasks. In Table 20, the breakdown of service tasks performed by middle-level production personnel is shown. Middle-level production personnel from all four types of establishments performed 9 of the 26 tasks considered direct-service-to-patrons. For example, they answered patrons' questions about the food, and portioned or served several

Table 20. Service tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
4.	Answer patrons' questions regarding menu choices and food preparation	xB	63C	xC	xB
5.	Take patrons' orders according to given procedures	xA	xB	-	-
6.	Relay patrons' orders to kitchen	-	xB	-	-
7.	Serve food, beverages, and condiments to patrons	-	59B	xC	58B
8.	Give menu substitutions, second helpings, or special diet items	xB	70B	xB	-
9.	Replenish coffee, water, rolls, and butter	-	xB	xC	xC
10.	Ask patrons how they enjoyed the meal	-	xC	xC	xC
15.	Replenish foods in serving counters, hot food tables, etc.	65A	81A	77A	84B
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	xB	xB	xA	64A
17.	Arrange food and beverages in an attractive manner (e.g., cafeteria counter, buffet table, dessert tray)	59B	63B	xA	52B
19.	Put up menu on display board	xC	xC	-	-
22.	Record modified diet orders and/or food preferences	-	xC	-	-
24.	Set up serving areas (serving counter, buffet table, trayline, etc.)	53B	74B	xB	64B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 20. (continued)

Task number	Task	R[c]	HN	CU	S
26.	Portion or serve the following foods:				
	a) juices	-	xA	xB	xC
	b) soups	xA	88B	xB	58C
	c) meats	82A	89B	xB	58B
	d) potatoes, rice, noodles, or vegetables	75A	93B	xB	60B
	e) garnishes or relishes	63B	69B	xB	xC
	f) butter	-	54B	xB	xB
	g) bread, rolls	xA	69B	xB	56B
	h) cereals	-	73B	xC	-
	i) salads	xA	59B	xB	56C
	j) sandwiches	xA	73B	xB	54B
	k) desserts	xB	59B	xB	60B
	l) beverages	-	54B	xB	xB
	m) modified or special diet items	-	78A	xB	-
	n) take-out	xB	-	-	-
28.	Transport prepared foods:				
	a) within the building	xB	xB	xB	xB
	b) to other centers	-	-	xC	-
31.	Clear and clean dining room tables	xC	xB	-	xC
33.	Return leftover food to kitchen area	xB	xB	55B	80B
37.	Count number of people served	-	xB	-	xB
38.	For special events:				
	a) set tables	-	xD	xD	-
39.	Store and maintain equipment for special events	-	xC	xD	xD
75.	Maintain record of modified diet requirements	-	xC	-	-
132.	Serve standard portion sizes	59A	85A	55A	88B

food items. These tasks might be performed in either the serving area or the production area.

Middle-level production personnel in hospitals/nursing homes, colleges/universities, and schools performed more service tasks than did restaurant personnel. Among the tasks common to respondents of the three types of establishments were, "Replenish coffee, water, rolls and butter," and "Portion or serve juices."

Only one direct-service-to-patrons task was unique to a type of establishment. It was task 26n, "Portion or serve take-out(s)," and was unique to restaurants.

Several supporting tasks were common to respondents from all four types of establishments, for example, "Replenish food in serving counters..." and "Set up serving areas." In this job category, too, tasks related to modified diets were unique to hospital/nursing home personnel. College/university personnel were unique in that they "Transported prepared foods to other centers."

In the miscellaneous grouping of service tasks related to control, respondents from all establishments indicated they served standard portions. One control task was performed by middle-level personnel only in hospitals/nursing homes and schools, "Count number of people served."

Approximately three-fourths of the mean frequency ratings for service tasks performed were for several times a week or more frequently.

Production tasks All but one of the 63 production tasks were performed by middle-level production personnel. The data are presented in Table 21. Hospital/nursing home personnel performed 60 of the 63 tasks,

Table 21. Production tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
47.	Follow written recipes in preparing food	71B	96B	95A	88B
52.	Discuss work schedules and preparation of food with:				
	b) supervisor	79B	100B	95B	95B
54.	Assemble all recipe ingredients	82B	93B	95A	88B
55.	Weigh recipe ingredients	71B	74A	86B	92B
56.	Measure recipe ingredients	76A	93B	100A	100B
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	100A	93A	100A	92A
58.	Prepare food for cook's use:				
	a) fruits	xB	54B	xB	57B
	b) vegetables	53A	85B	68B	68B
	c) cut wholesale sections of meat into roasts, steaks, etc.	xB	xB	xC	-
	d) bone:				
	1) meat	xA	xB	xC	xC
	2) fish	xB	xB	-	-
	3) poultry	xB	xB	xC	52C
	e) slice meat, poultry, and/or cheese	82B	96B	67B	60C
	f) bread meat, fish, and/or poultry	71B	74B	57C	52C
	g) grind meat, poultry, and/or cheese	71B	93B	62C	64C
59.	Prepare foods for modified diets by:				
	a) weighing	-	68A	xB	-

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 21. (continued)

Task number	Task	R[c]	HN	CU	S
59.	b) measuring	-	87A	xB	-
61.	Prepare leftovers for storage	94B	93A	95B	92B
66.	Operate special equipment (during course of work):				
	a) scale	93B	85B	95B	92B
	b) food mixer	81B	100B	100A	96B
	c) slicer	88A	78B	81B	xC
	d) deep fat fryer	87A	52B	59B	-
	e) oven	82A	100B	73A	92B
	f) broiler	xA	xB	-	-
	g) grill	73A	92B	59A	-
	h) steam-jacketed kettle	60B	74B	73B	63B
	i) steamer - low pressure	xA	xB	xA	xA
	j) steamer - high pressure	53A	56B	xA	xB
	k) high speed cutter or chopper	73B	62B	59B	xC
	l) meat saw	xC	-	-	-
	m) coffee urn and/or coffeemaker	xB	67B	xB	xB
	p) blender	-	81B	xB	-
	q) minute steak maker	-	-	xC	-
67.	Prepare for meal service:				
	a) fruits	xC	67B	59B	64C
	b) juices	-	xB	xB	xC
	c) salad ingredients	xB	59B	55B	xB
	d) salads	xA	63B	55B	xB
	f) sandwich ingredients and fillings	59B	81B	62C	56C
	g) sandwiches	65B	81B	59B	xC
	h) relishes and garnishes	59B	65B	52B	xC
	i) soups	76B	93B	xB	52C
	j) sauces, gravies	71B	88B	57B	60B
	k) meats	88B	96B	64B	64B
	l) fish	82B	93C	62B	60C

Table 21. (continued)

Task service	Task	R^C	HN	CU	S
67.	m) poultry	71B	92C	57B	64C
	n) eggs and egg dishes	63B	96B	59B	52C
	o) casserole-type items	76B	96B	52B	52C
	p) vegetables	63B	93B	68B	68B
	q) potatoes	71B	93B	64B	52C
	r) rice, noodles	76B	100C	59B	60C
	s) waffles, pancakes	xB	74C	xB	-
	t) hot cereals	xB	81B	xB	-
	u) toast	xB	62B	xB	-
	v) baked desserts	xB	63C	xB	xB
	w) puddings	xB	63C	xB	xC
	x) pies, pastries	xB	54C	xB	xC
	y) cakes and cookies	xB	56C	xB	xB
	z) bread and rolls	xB	xB	xB	xC
	aa) beverages	-	xB	xB	-
	ab) appetizers	-	xB	xB	-
	ac) tube feeding	-	xB	-	-
	ad) pureed foods	-	77B	-	-

while college/university personnel performed 57, restaurant personnel 53, and school personnel 45. Forty-four production tasks were common to respondents from all four types of establishments. These tasks ranged from method of preparation to specific equipment used and food items prepared. The differences in responses may have been due to menu differences or differences in patrons' needs or preferences. For instance, tasks related to modified diets were performed only by hospital/nursing home and college/university personnel. In another example, school employees responded that they did not operate deep fat fryers, broilers, or grills. They also did not prepare breakfast items. Middle-level production personnel in restaurants did not respond affirmatively to preparation of beverages and appetizers; however, earlier in the findings it was noted that those tasks were performed by service personnel in restaurants.

More than three-fourths of the mean frequency ratings for production tasks performed were for several times a week or more. Often personnel in schools performed these tasks less frequently than personnel in the other three establishments. This is probably a function of the fact that at the time of this study, schools often served only noon meals and sometimes did not provide a choice of menu items.

Sanitation/safety tasks Middle-level production personnel performed 36 of the 39 sanitation/safety tasks. As indicated in Table 22, hospital/nursing home personnel performed 31 of the 39 tasks, school personnel 29, college/university personnel 26, and restaurant personnel 24.

Sixteen sanitation/safety tasks were common to respondents in all establishments, and 9 of those were performed by more than 50 percent of respondents. These tasks related to the dishwashing operation, garbage disposal, equipment cleaning, safety maintenance, and personal cleanliness. Most non-performance of sanitation/safety tasks was scattered, although restaurant personnel consistently did not perform most tasks related to dishwashing and did not clean equipment usually found in the dining area.

More than three-fourths of the mean frequency ratings for sanitation/safety tasks performed were for several times a week or more frequently.

Table 22. Sanitation/safety tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
29.	Return soiled dishes to dishwashing area	xA	xB	64B	52B
30.	Receive soiled trays and dished returned (bussed)	-	xA	xC	xB
62.	Dispose of waste materials by proper method	100A	93A	90A	96B
66.	Operate special equipment (during course of work):				
	n) garbage disposal unit	53B	81A	64A	68B
	o) dish machine	-	52B	-	xB
94.	Follow health rules and regulations when handling foods	100A	96A	95A	100A
95.	Wash dishes using recommended procedures:				
	a) by hand	-	xB	xB	68A
	b) by dishmachine	-	56B	xB	-
96.	Wash cooking and serving utensils:				
	a) by hand	xA	60A	77B	92A
	b) by machine	xA	xB	-	-
97.	Clean:				
	a) counters	56B	93A	70A	88A
	b) refrigerators	76B	74B	91B	80B
	c) hot tables	65B	59B	xB	61B
	d) work tables	88A	96A	91A	96A
	e) dining room tables	-	xB	xD	xB

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 22. (continued)

Task number	Task	R^C	HN	CU	S
97.	f) dining room chairs	-	-	-	xB
	g) service stands	-	xB	-	xB
	h) food trucks	-	xB	xB	xB
	i) ovens	65B	59B	59C	84B
	j) broilers	xB	xB	-	xB
	k) ranges	53B	73B	xB	72B
	l) grills	59B	68B	59B	-
	m) steam-jacketed kettles	xB	63B	64B	71B
	n) deep fat fryers	53B	xC	xC	-
	o) coffee urn	-	56B	xB	xB
	p) dish machine	-	xB	-	-
98.	Clean:				
	a) windows	-	xD	-	xC
	b) woodwork	-	xD	xC	xC
	c) storage areas	53C	xC	64C	83C
	d) ceilings	xD	-	-	-
	e) walls	xC	-	xD	xC
	g) hoods and filters	xD	-	-	-
	h) floors - dry mop	xB	-	-	xB
	i) floors - wet mop	xB	xC	xB	68B
107.	Maintain safe working conditions	69A	56B	64A	56B
113.	Check cleanliness and appropriateness of dress:				
	a) for self	88B	93A	95B	88B

Menu planning tasks Seven of the nine menu planning tasks retained in the study were performed by more than 20 percent of the respondents in this classification of personnel, as is shown in Table 23. The task not performed by this group was planning banquets or special menus. The one

Table 23. Menu planning tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
45.	Decide use of leftover foods in the menu	-	xC	-	xB
68.	Plan menus:				
	a) general menus	xC	xB	-	-
	b) modified diet menus	-	xB	-	-
69.	Keep file of previous menus	-	xC	-	xB
70.	Check menu for nutritional adequacy	-	xB	-	xC
71.	Check menu for attractiveness of color, flavor, and texture	xA	56B	xB	72B
76.	Adapt menu for modified diets	-	xB	-	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

menu planning task performed by middle-level production personnel in all four types of establishments was checking the menu for attractiveness of color, flavor, and texture.

More than 20 percent of the middle-level production personnel in restaurants planned general menus. No menu planning tasks were performed at the more than 50 percent performance level.

Hospital/nursing home personnel performed the seven job tasks shown. These were the only personnel in this job category to perform tasks 68b and 76. Over 50 percent of these employees indicated that they checked the menus for attractiveness of color, flavor, and texture.

Only task 71 was performed by middle-level production personnel in college/university food service.

In school food service, only task 71 was performed by more than 50 percent of the respondents. This group did no actual menu planning, but did perform related menu planning tasks.

Except for one instance for task 71, menu planning tasks were performed from once a day through several times a month.

Procurement tasks Of the 21 procurement tasks retained in the study, all but one of the six tasks performed by middle-level production personnel were related to estimating requirements, purchasing, receiving, or storing food supplies, as is shown in Table 24. Two tasks, concerned with receiving and storing, were performed in all four types of establishments. Four additional tasks were performed by employees in hospitals/nursing homes.

Procurement tasks were performed once a day or less frequently.

Table 24. Procurement tasks performed by more than 20 and more than 50 percent[a] of middle level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
82.	Estimate requirements for food purchase orders	-	xC	-	-
86.	Place orders:				
	a) with suppliers	-	xC	-	-
88.	Check invoice against purchase order	-	xC	-	-
89.	Inspect quality and quantity of delivered items	xB	52C	xB	xC
91.	Place received items in storage	65B	70C	xC	92C
145.	Recommend purchase of equipment	-	xD	-	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Supervision tasks Of the 90 supervision tasks, 57 were performed by middle-level production personnel and 25 were performed in all four types of establishments, as is shown in Table 25. Of those 25 tasks, 10 were performed by more than 50 percent of the respondents in the four types of establishments, and 21 were concerned with determining production needs or maintaining quality or quantity of food production and service.

Of the 35 supervision tasks performed by middle-level production personnel in restaurants, only two tasks were unique to this group: figuring

Table 25. Supervision tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
23.	Decide number of portions of various foods needed for meal service	65B	67A	xB	52B
25.	Check that holding temperatures for food and beverages are correct	67A	77A	55A	76B
40.	Determine number of portions of menu items served	59B	58B	xB	64B
41.	Calculate food waste by checking:				
	a) plate returns	xB	xB	-	xB
	b) unordered food items	xC	-	-	xB
52.	Discuss work schedules and preparation of food with:				
	a) assistant	54B	73B	88B	80B
63.	Keep written records of overproduction or shortage of food items	xB	xB	xB	xC
64.	Decide on portion sizes	xB	78A	52B	52B
65.	Check sizes of portions served by:				
	b) weighing	76B	73B	60B	59B
	c) measuring	xB	73B	60B	79B
	d) viewing	69B	75B	xB	xA
73.	Post menus where they are seen by staff	-	xB	-	xC
74.	Write work instructions and explain to staff members	-	xB	-	-
93.	Check conditions of goods in storage areas	59B	63C	81B	5[illegible]C

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 25. (continued)

Task number	Task	R[c]	HN	CU	S
9[illegible]	Prepare work schedules for routine and major cleaning assignments	-	xC	-	-
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	xC	xC	-	-
110.	Plan time and/or work schedules for staff	-	xC	-	-
114.	Maintain current job descriptions	xB	-	xB	xC
119.	Acquaint new employees with their own and with other people's responsibilities within the department	xD	52C	64D	xC
120.	Discuss objectives, policies, and standards with new employees	xC	xD	xD	-
130.	Write requisitions for storeroom items	xC	xC	xB	-
18.	Check that foods are attractively served to patrons	71A	69A	73A	68A
27.	Check patrons' trays for correct contents and appearance	-	52A	-	52B
77.	Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors	-	xB	-	-
78.	Provide diet instructions at physician's request	-	xB	-	-
42.	Calculate food supplies needed for day's production	82B	63B	64B	60B
43.	Inform staff of amounts of menu items to be prepared	xB	xB	xB	xB
44.	Check to see that all ingredients and food items required for menu are in stock	76B	63B	68B	68B
48.	Figure cost of recipes used	xB	-	-	-
49.	Check recipes and record needed changes	xC	67C	62C	84B
50.	Develop and/or test recipes	56D	63C	81C	76C
51.	Check quality of prepared food by tasting and/or smelling	94A	96A	91B	96A
53.	Check that all requisitioned foods were delivered from storeroom	xB	63B	64B	xC

Table 25. (continued)

Task number	Task	R^c	HN	CU	S
60.	Decide if leftover foods should be saved or discarded	88B	100B	86B	75B
65.	Check sizes of portions served by:				
	a) calculating	xC	xA	xC	xB
72.	Hold menu conference with staff members	xB	52C	xB	xC
109.	Plan schedules for use of equipment	-	-	-	xB
129.	Keep records of amounts of daily food production	-	xB	xB	-
147.	Supervise:				
	g) cook	-	xC	-	-
	i) assistant cook	-	xB	-	-
	j) cook's helper	-	xB	xB	-
	k) kitchen helper	xB	xB	57B	xB
	l) dishwasher	xC	xB	-	-
	m) potwasher	-	xB	-	-
	o) delivery truck driver	xC	-	-	-
104.	Administer first aid	-	-	xD	-
108.	Evaluate safety practices in department	xC	xC	xB	xB
113.	Check cleanliness and appropriateness of dress:				
	b) for others	-	xC	xB	xB
131.	Keep written inventory records:				
	a) for food	-	-	xB	-
146.	Train personnel:				
	a) informally	xD	xD	xD	-
	b) using a planned program	-	xC	-	-
150.	Staff meetings:				
	b) attend	-	52D	52D	-
151.	Read professional and industry publications as part of job	xC	xD	xC	xD
152.	Attend food service industry:				
	a) workshops	-	xD	-	xD

Table 25. (continued)

Task number	Task	R^c	HN	CU	S
152.	b) educational meetings	-	-	-	xD
	c) trade shows	-	-	xD	xD
153.	Participate in department discussion sessions	-	52D	59C	xC

cost of recipes used and supervising the delivery truck driver. The 13 tasks performed by more than 50 percent of these personnel were all concerned with quality or quantity control in food preparation.

In hospitals/nursing homes, there were more supervision tasks performed than in any other type of establishment, 48. Nine tasks were performed by this group of personnel only in hospitals/nursing homes. Seven of the nine were concerned with employee training, supervising, or scheduling; two with modified diets. Of 22 tasks performed by more than 50 percent of the middle-level production personnel in hospitals/nursing homes, 18 were involved with quantity or quality control of food production, and four with employee training or supervision.

College/university personnel in this job category performed 37 supervision tasks. Three tasks were performed only in college/university food service. Eighteen tasks were performed by more than 50 percent of the respondents, 10 of which were performed in all four establishments. Of the 18 tasks, 13 related to the production or service of food.

School food service middle-level production personnel were the only employees in this job category to plan equipment schedules and to attend educational meetings. Sixteen of the 36 supervision tasks performed by this group were performed by more than 50 percent of the personnel, mainly involving quantity and quality control of foods.

Approximately two-third of the mean frequency ratings for supervision tasks performed were for several times a week or more often.

Management tasks   Relatively few management tasks were performed by middle-level production personnel, as is shown in Table 26.

Table 26. Management tasks performed by more than 20 and more than 50 percent[a] of middle-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
124.	Investigate employees' and patrons' suggestions for improvements and adopt where possible	-	xC	-	-
126.	Have responsibility for working within the budget	-	xC	-	-
148.	Develop on-the-job training procedures	-	xD	-	-
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	xC	xD	xC	52C
160.	Join various food service organizations	-	-	-	64D

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Five of the 49 management tasks were performed by more than 20 percent of middle-level production personnel. The one task performed in all four establishments involved keeping informed of legislation.

Of the four tasks performed in hospitals/nursing homes, three miscellaneous tasks were unique to this type of establishment.

One task was performed by college/university personnel, and school personnel performed two tasks, of which one, task number 160, was unique to this group. It was performed by 64 percent of the respondents. A second task performed by more than 50 percent of the respondents was keeping informed of legislation.

The management tasks performed by the middle-level production personnel were performed once a week or less frequently.

Performance of tasks by upper-level production personnel

The number of tasks performed by more than 20 percent of upper-level production personnel is shown in Table 27.

Table 27. Number of tasks performed by upper-level production personnel, classified by job function and type of establishment

Job function	Total number of tasks retained in study[a]	Number of tasks performed by personnel in job category			
		Total	R[b]	HN	CU
Service	50	45	33	42	39
Production	63	63	60	59	61
Sanitation/safety	39	33	26	29	28
Menu planning	9	8	8	8	8
Procurement	21	20	18	20	12
Supervision	90	83	71	78	73
Management	49	30	20	27	11

[a] Tasks retained in study include those tasks performed only by managers.

[b] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Service tasks Upper-level production personnel performed 45 of the 50 service tasks. Table 28 indicates which service tasks were performed by respondents in this job category by type of establishment. Hospital/nursing home personnel performed most service tasks, 42, compared with 39 performed by college/university personnel and 33 by restaurant personnel.

Upper-level production personnel performed 19 tasks involving direct service to patrons. Ten such tasks were performed by more than 50 percent of personnel in all establishments and eight of those were tasks which were portioning or serving of food items. Interestingly, upper-level production employees in restaurants did not greet and seat patrons, take or relay patrons' orders to the kitchen, while personnel in one or both of the other types of establishments did. In former findings, personnel in other job categories performed those tasks in restaurants, but not in other types of establishments.

Ten supporting tasks were common to personnel in all establishments. Response was by more than 50 percent in all establishments for tasks related to setting up and replenishing serving counters. Whereas restaurant personnel in other job categories responded affirmatively to tasks relative to special events, these restaurant personnel did not perform such tasks. Upper-level production personnel in hospitals/nursing homes and colleges/universities did perform special-event related tasks.

In the miscellaneous service task grouping, quantity and cost control tasks were commonly performed by personnel in all establishments.

Approximately two-thirds of the mean frequency ratings for service tasks performed were for several times a week or more often.

Table 28. Service tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
1.	Set tables	-	xC	-
2.	Greet patrons and show them to seats	-	xB	-
4.	Answer patrons' questions regarding menu choices and food preparation	55B	92B	63C
5.	Take patrons' orders according to given procedures	-	xB	-
6.	Relay patrons' orders to kitchen	-	54B	xC
7.	Serve food, beverages, and condiments to patrons	xC	63B	75C
8.	Give menu substitutions, second helpings, or special diet items	64B	73B	81B
9.	Replenish coffee, water, rolls, and butter	-	xB	56C
10.	Ask patrons served how they enjoyed meal	xC	63C	69C
12.	Accept payment from patrons (cash, meal ticket, cards, etc.)	xC	xC	xC
13.	Take dining room reservations	64D	-	xC
15.	Replenish foods in serving counters, hot food tables, etc.	100A	71B	88B
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	91B	63B	81B
17.	Arrange food and beverages in an attractive manner (e.g., cafeteria counter, buffet table, dessert tray)	82A	71B	69B
19.	Put up menu on display board	-	xC	xB

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 28. (continued)

Task number	Task	R[c]	HN	CU
20.	Prepare menu sheets or folders	xB	xC	xB
22.	Record modified diet orders and/or food preferences	xC	xB	xC
24.	Set up serving areas (serving counter, buffet table, trayline, etc.)	100B	74B	75C
26.	Portion or serve the following foods:			
	a) juices	67B	55A	60C
	b) soups	91B	65B	69B
	c) meats	100A	75A	81B
	d) potatoes, rice, noodles, or vegetables	100A	75B	80B
	e) garnishes or relishes	82B	70B	xB
	f) butter	70B	61A	xB
	g) bread, rolls	80B	65A	71B
	h) cereals	xA	65B	57B
	i) salads	89A	65B	53B
	j) sandwiches	91A	65B	73B
	k) desserts	80B	61B	xB
	l) beverages	xB	52B	xB
	m) special or modified diet items	73B	54B	67C
	n) take-out	90B	xC	xB
28.	Transport prepared foods:			
	a) within the building	60B	55B	xB
	b) to other centers	xB	xB	xC
31.	Clear and clean dining room tables	-	xB	-
33.	Return leftover food to kitchen area	xB	xB	69B
34.	Clean and replenish waiter service stations	-	-	xA
37.	Count number of people served	xB	xB	xA
38.	For special events:			
	a) set tables	-	54C	xD
	b) set up rooms	-	xC	xC
	c) decorate rooms	-	xD	-

Table 28. (continued)

Task number	Task	R^c	HN	CU
39.	Store and maintain equipment for special events	xC	67C	xC
75.	Maintain record of modified diet requirements	-	xC	xD
132.	Serve standard portion sizes	100A	71A	81A
162.	Set up special food:			
	a) displays	xC	-	-

Production tasks   College/university personnel performed 61 of the 63 production tasks, restaurant and hospital/nursing home personnel performed 60 and 59, respectively. Data are presented in Table 29. Fifty-seven production tasks were performed by respondents from all types of establishments. Thirty-three of those were performed by more than 50 percent of respondents in all types of establishments.

Approximately three-fourths of the mean frequency ratings for production tasks performed were for several times a week or more often.

Table 29. Production tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
47.	Follow written recipes in preparing food	100B	88B	94B
52.	Discuss work schedules and preparation of food with:			
	b) supervisor	90B	86B	94A
54.	Assemble all recipe ingredients	100B	75B	69B
55.	Weigh recipe ingredients	91B	71B	80B
56.	Measure recipe ingredients	91B	79B	69B
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	100A	83B	88A
58.	Prepare food for cook's use:			
	a) fruits	75C	xB	xB
	b) vegetables	91B	64B	69B
	c) cut wholesale sections of meat into roasts, steaks, etc.	80B	xB	xB
	d) bone:			
	1) meat	80B	xC	60B
	2) fish	xB	-	xB
	3) poultry	70B	xC	60C
	e) slice meat, poultry, and/or cheese	91A	67B	75B
	f) bread meat, fish, and/or poultry	100B	71B	75B
	g) grind meat, poultry, and/or cheese	82B	67B	75B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 29. (continued)

Task number	Task	R[C]	HN	CU
59.	Prepare foods for modified diets by:			
	a) weighing	xB	60B	xC
	b) measuring	xB	68B	xB
61.	Prepare leftovers for storage	90A	83B	81B
66.	Operate special equipment (during course of work):			
	a) scale	100A	83B	93B
	b) food mixer	100B	83B	93B
	c) slicer	100B	87B	94B
	d) deep fat fryer	91B	52B	88B
	e) oven	100A	92B	94B
	f) broiler	73B	57B	xB
	g) grill	100A	87B	100B
	h) steam-jacketed kettle	xA	63B	75B
	i) steamer - low pressure	xA	xB	xB
	j) steamer - high pressure	xA	xB	56B
	k) high speed cutter or chopper	70B	54B	xC
	l) meat saw	73C	-	-
	m) coffee urn and/or coffeemaker	xB	54B	75B
	p) blender	xA	67B	xB
	q) minute steak maker	60B	-	xC
67.	Prepare for meal service:			
	a) fruits	70C	75C	xC
	b) juices	xC	xC	57B
	c) salad ingredients	80B	63C	57C
	d) salads	89B	58C	54C
	e) fountain items	-	-	xC
	f) sandwich ingredients and fillings	82B	79C	73B
	g) sandwiches	80A	67C	80B
	h) relishes and garnishes	70B	71C	53C
	i) soups	91B	63B	69B

Table 29. (continued)

Task number	Task	R^c	HN	CU
67.	j) sauces, gravies	100B	75B	81B
	k) meats	100B	79B	81B
	l) fish	100B	79C	75B
	m) poultry	100B	74B	81B
	n) eggs and egg dishes	73B	67C	69B
	o) casserole-type items	82B	75B	63B
	p) vegetables	91B	74B	81B
	q) potatoes	91B	75B	75B
	r) rice, noodles	100B	79C	75B
	s) waffles, pancakes	64B	54C	67B
	t) hot cereals	xB	58C	53C
	u) toast	xB	xB	64C
	v) baked desserts	60C	xC	xC
	w) puddings	60C	xC	xB
	x) pies, pastries	60C	xC	xB
	y) cakes and cookies	60C	xC	xB
	z) breads and rolls	70C	xC	xB
	aa) beverages	xC	xB	60B
	ab) appetizers	xB	xB	xC
	ac) tube feeding	-	xB	-
	ad) pureed foods	-	52B	xD

Sanitation/safety tasks Thirty-three of the 39 sanitation/safety tasks were performed by personnel in this job category, 29 by hospital/nursing home personnel, 28 by college/university personnel, and 26 by restaurant personnel. Data are summarized in Table 30. Twenty-one tasks were common to all respondents in this job category. Of those, 11 were performed by more than 50 percent of respondents from all types of

Table 30. Sanitation/safety tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
29.	Return soiled dishes to dishwashing area	xA	xB	xB
30.	Received soiled trays and dishes returned (bussed)	xA	-	-
62.	Dispose of waste materials by proper method	91A	92B	88B
66.	Operate special equipment (during course of work):			
	n) garbage disposal unit	70B	71B	81B
	o) dish machine	xC	xB	xB
94.	Follow health rules and regulations when handling foods	100A	100A	100A
95.	Wash dishes using recommended procedures:			
	a) by hand	xC	-	-
	b) by dishmachine	xB	xB	xB
96.	Wash cooking and serving utensils:			
	a) by hand	67B	52B	67C
	b) by machine	xB	xB	xB
97.	Clean:			
	a) counters	67A	71B	75B
	b) refrigerators	80B	67C	69B
	c) hot tables	67A	xC	63B
	d) work tables	70A	75A	88B
	e) dining room tables	-	xB	xC
	g) service stands	-	xA	xC
	h) food trucks	xB	xB	xC

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 30. (continued)

Task number	Task	R^c	HN	CU
97.	i) ovens	80C	xC	63C
	j) broilers	56B	xC	-
	k) ranges	80B	57B	63B
	l) grills	80B	54C	63B
	m) steam-jacketed kettles	xC	xB	56B
	n) deep fat fryers	60B	xB	69B
	o) coffee urn	-	xB	63B
	p) dish machine	-	xB	-
98.	Clean:			
	b) woodwork	xC	-	xC
	c) storage areas	60C	54C	xC
	e) walls	xC	-	xC
	g) hoods and filters	-	xC	-
	h) floors - dry mop	-	xC	xC
	i) floors - wet mop	-	xB	xC
107.	Maintain safe working conditions	64A	88A	69B
113.	Check cleanliness and appropriateness of dress			
	a) for self	91A	100B	88A

establishments. Among these common tasks were, "Dispose of waste materials by proper method," and "Follow health rules and regulations when handling foods." The latter task was reported to be performed by 100 percent of all respondents in this job category. These personnel responded affirmatively to more cleaning tasks than might be expected of upper-level employees; for example, they cleaned refrigerators, ovens, and storage areas.

Approximately two-thirds of the mean frequency ratings for sanitation/safety tasks performed were for several times a week or more often.

Menu planning tasks Eight of the nine menu planning tasks in the study were performed by upper-level production personnel in the three types of establishments, as is shown in Table 31. Task performance was similar in all establishments, with no task unique to any establishment. Two tasks performed by more than 50 percent of these employees in all three establishments were planning general menus and checking menus for attractiveness. Tasks 68b and 76, relating to modified diets, were performed at the lower performance level in all three types of establishments.

Table 31. Menu planning tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
45.	Decide use of leftover foods in the menu	60B	63C	xC
68.	Plan menus:			
	a) general menus	73B	52C	56C
	b) modified diet menus	xB	xC	xC
	c) banquet or special menus	xC	63C	xC
69.	Keep file of previous menus	60B	63C	xC
70.	Check menu for nutritional adequacy	55B	xB	56B
71.	Check menu for attractiveness of color, flavor, and texture	91A	79B	81B
76.	Adapt menu for modified diets	xB	xC	xB

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

In restaurants, five menu planning tasks, performed by more than 50 percent of upper-level production personnel, represented all the menu planning tasks except those related to banquet menus, modified diets, and using computer information.

In hospitals/nursing homes, over half the upper-level production personnel performed five menu planning tasks except those related to modified diet menus, checking for nutritional adequacy, and using computer information.

Upper-level production personnel in college/university food service performed only three menu planning tasks at the more than 50 percent level. Of these, checking menus for nutritional adequacy was also performed at this level in restaurants, but not in hospitals/nursing homes.

Except for one task, number 71, menu planning tasks were performed from once a day through several times a month. The task,"Use information from computer for menu planning" was not performed by any of this job category.

Procurement tasks Performance of 20 of the 21 procurement tasks by upper-level production personnel was fairly similar in restaurants and hospitals/nursing homes, while in colleges/universities fewer tasks were performed and fewer personnel performed the tasks, as is shown in Table 32.

Of the 14 procurement tasks performed by more than 50 percent of the upper-level production personnel in restaurants, seven were concerned with estimating food requirements, obtaining and estimating bids, or placing orders; five with receiving, checking, etc. All the restaurant personnel in this job category inspected goods on delivery.

Table 32. Procurement tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
21.	Purchase menus, placemats, etc.	-	xC	-
79.	Write food specifications	xB	xC	-
80.	Write equipment specifications	xD	xC	-
81.	Locate suitable food suppliers	73C	58C	xC
82.	Estimate requirements for food purchase orders	91B	67C	xB
83.	Obtain bids and price quotations	73C	54C	-
84.	Maintain current price lists for food and other supplies	73C	63C	xC
85.	Evaluate bids and quotations	67C	xC	-
86.	Place orders:			
	a) with suppliers	91B	77C	xB
	b) with purchasing agent	78C	67C	xC
87.	File purchase orders	xB	xC	-
88.	Check invoice against purchase order	91B	71B	xB
89.	Inspect quality and quantity of delivered items	100B	79B	63C
90.	Handle returns and adjustments	64B	58C	xC
91.	Place received items in storage	91B	71C	69B
92.	Fill requisitions and distribute goods	73C	xC	xC
137.	Keep informed of price and product market changes	73B	71C	xB
144.	Purchase equipment:			
	a) large	-	xD	-

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 32. (continued)

Task number	Task	R^c	HN	CU
144.	b) small	xD	xD	-
145.	Recommend purchases of equipment	90D	67D	xD

Upper-level production personnel in hospitals/nursing homes performed 20 of the procurement tasks. Two tasks, purchasing paper supplies and purchasing large equipment, were performed only in hospitals/nursing homes by employees in this job category. These personnel performed the same tasks at the over 50 percent level as did upper-level production personnel in restaurants, with two exceptions: more than 50 percent of restaurant personnel performed tasks 92 and 85.

A lower proportion of upper-level production personnel performed procurement tasks in colleges/universities than did those in the other two types of establishments. In addition, fewer procurement tasks were performed. The two tasks performed by more than 50 percent of these personnel involved inspecting and storing delivered goods.

Two-thirds of the mean frequency ratings for procurement tasks performed were for once a week or less often.

Supervision tasks Eighty-three of the 90 supervision tasks were performed by upper-level production personnel, as is shown in Table 33. Performance of supervision tasks was similar for all these personnel, since 64 supervision tasks were performed in all three types of establishments. Of these common tasks, 37 were performed by more than 50 percent of all the upper-level production respondents.

Table 33. Supervision tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
14.	Make and confirm arrangements for catered or special events	55C	xC	xD
23.	Decide number of portions of various foods needed for meal service	100A	88B	75A
25.	Check that holding temperatures for food and beverages are correct	91A	96B	100A
40.	Determine number of portions of menu items served	100B	83B	73B
41.	Calculate food waste by checking:			
	a) plate returns	80A	65B	60C
	b) unordered food items	89A	xB	xB
52.	Discuss work schedules and preparation of food with:			
	a) assistant	100B	80A	78B
63.	Keep written records of overproduction or shortage of food items	64B	54B	75B
64.	Decide on portion sizes	91B	79B	88B
65.	Check sizes of portions served by:			
	b) weighing	100A	71B	83B
	c) measuring	100A	91B	77B
	d) viewing	83A	76B	85B
73.	Post menus where they are seen by staff	82B	71C	56B
74.	Write work instructions and explain to staff members	82B	83C	67B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 33. (continued)

Task number	Task	R[c]	HN	CU
93.	Check conditions of goods in storage areas	100B	92B	88B
99.	Prepare work schedules for routine and major cleaning assignments	xC	70C	xC
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	64C	83C	xC
101.	Fill out reports on missing items	-	xC	xD
102.	Fill out reports on broken items	-	xC	-
103.	Keep equipment operation and maintenance records	-	xC	-
110.	Plan time and/or work schedules for staff	73B	71C	xC
111.	Keep a written record of incidents	-	xC	xD
112.	Handle grievances, problems, and complaints of:			
	b) personnel	55B	83B	60C
114.	Maintain current job descriptions	60C	75C	53C
119.	Acquaint new employees with their own and with other people's responsibilities within the department	82C	83C	88D
120.	Discuss objectives, policies, and standards with new employees	73C	83D	75D
121.	Evaluate personnel performance	64C	75D	xC
130.	Write requisitions for storeroom items	xB	75C	xB
18.	Check that foods are attractively served to patrons	100A	79A	88A
27.	Check patrons' trays for correct contents and appearance	64A	58A	xB
77.	Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors	-	xC	xC
112.	Handle grievances, problems, and complaints of:			
	a) patrons	xB	xC	xB
134.	Evaluate:			
	b) service procedures	xB	xC	53B
147.	Supervise:			
	x) food checker	-	xA	xB

Table 33. (continued)

Task number	Task	R[c]	HN	CU
147.	z) waiter/waitress	-	-	xB
	aa) counter/tray line attendant	xA	xB	xB
	ab) window attendant	xA	-	-
	ad) tray delivery girl	-	xB	-
	ae) busboy/busgirl	xB	-	-
42.	Calculate food supplies needed for day's production	100A	88B	94A
43.	Inform staff of amounts of menu items to be prepared	100A	88B	88A
44.	Check to see that all ingredients and food items required for menu are in stock	100A	92B	88A
48.	Figure cost of recipes used	73B	54C	xB
49.	Check recipes and record needed changes	91C	87B	81B
50.	Develop and/or test new recipes	100C	79C	75C
51.	Check quality of prepared food by tasting and/or smelling	100A	100A	88A
53.	Check that all requisitioned foods were delivered from storeroom	91B	78B	69B
60.	Decide if leftover foods should be saved or discarded	100A	100B	94B
65.	Check sizes of portions served by:			
	a) calculating	67A	xB	83B
72.	Hold menu conference with staff member	73C	88B	75C
109.	Plan schedules for use of equipment	xB	xC	xC
129.	Keep records of amounts of daily food production	xB	52B	xB
134.	Evaluate:			
	a) production procedures	xB	55C	67B
147.	Supervise:			
	e) baker	xA	54A	xA
	f) butcher	xA	xB	-
	g) cook	73A	83A	86A
	h) short order cook	64A	-	xA

Table 33. (continued)

Task number	Task	R[c]	HN	CU
147.	i) assistant cook	64A	78A	62A
	j) cook's helper	73A	87A	86A
	k) kitchen helper	82A	87B	86A
	l) dishwasher	60A	54B	64B
	m) pot washer	64A	65B	64B
	o) delivery truck driver	xC	xC	-
	p) receiving clerk	xB	-	xB
	q) storeroom man	55B	xB	xB
104.	Administer first aid	64C	xC	xC
105.	Fill out accident reports	xC	61C	xC
106.	Keep a written record of accidents	-	xC	-
108.	Evaluate safety practices in department	73B	63B	56B
113.	Check cleanliness and appropriateness of dress:			
	b) for others	64B	83B	60B
125.	b) Recommend menu prices and price changes	64C	xC	-
131.	Keep written inventory records:			
	a) for food	55B	xB	xB
	b) for equipment	-	xC	xC
	c) for supplies	xD	xC	xC
146.	Train personnel:			
	a) informally	100C	73C	81C
	b) using a planned program	xC	xC	xC
150.	Staff meetings:			
	b) attend	xD	73C	67C
151.	Read professional and industry publications as part of job	64C	67C	xC
152.	Attend food service industry:			
	a) workshops	-	xD	xD
	b) educational meetings	xC	75D	xC
	c) trade shows	xD	55D	xD

Table 33. (continued)

Task number	Task	R^c	HN	CU
153.	Participate in department discussion sessions	80C	79C	69C
154.	Contribute to employee news letter, magazine, etc.	-	xD	-

Upper-level production personnel in restaurants performed 71 of the 90 supervision tasks retained in the study. Two tasks unique to this job category in restaurants involved supervision of employees. More than 50 percent of these personnel performed 51 tasks, 14 of which were performed by 100 percent of upper-level production personnel. The latter 14 tasks related to quality or quantity control of food, training or scheduling employees.

Hospital/nursing home personnel in this job category performed 78 of the 90 supervision tasks. Three miscellaneous tasks were performed only in hospitals/nursing homes. Fifty-two tasks were performed by more than 50 percent of these hospital/nursing home personnel, of which 22 were concerned with quality or quantity of food products and 21 were concerned with scheduling equipment and personnel, or training or supervising employees.

In colleges/universities, 71 supervision tasks were performed by upper-level production personnel. Of the 41 tasks performed by more than 50 percent of these personnel, 37 were also performed by more than half the upper-level production personnel in the other two types of establishments; 19 were concerned with the quantity or quality of the food produced and served and 15 with supervision or training. One task, evaluating service procedures, was performed by more than 50 percent of upper-level production personnel only in colleges/universities.

Approximately two-thirds of the mean frequency ratings for supervision tasks performed were for several times a week or more.

Management tasks Thirty of the 49 management tasks were performed by upper-level production personnel, eleven of which were performed in all three establishments, as is shown in Table 34. Personnel in both restaurant and college/university food service operations performed fewer management tasks than did personnel in hospital/nursing home operations.

Table 34. Management tasks performed by more than 20 and more than 50 percent[a] of upper-level production personnel, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU
115.	Develop organization chart for the department	xD	xC	-
116.	Calculate number of employees needed	55C	xC	xC
117.	Interview and evaluate job applicants	xC	59C	-
118.	a) Hire new employees	xC	xD	-
	b) Discharge employees	-	xD	-
122.	Keep written records of each employee's performance as a basis for training, evaluating, and/or promoting	xD	xD	xD
123.	Develop work standards and methods to measure quality and quantity of employee's work	55C	xC	xD
124.	Investigate employees' and patrons' suggestions for improvements and adopt where possible	64C	79C	xC

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university.

Table 34. (continued)

Task number	Task	R^c	HN	CU
135.	Establish policies and procedures for department or establishment	xC	xD	xC
147.	Supervise:			
	b) food production supervisor	-	xB	-
	c) cook manager or chef	xB	xA	xA
	d) head cook	64A	58A	60A
	s) food service supervisor	-	xA	-
125.	a) Determine menu prices and price changes	xB	xC	-
126.	Have responsibility for working within the budget	64B	75B	xB
127.	Keep food cost records	xC	xB	-
128.	Keep a record of labor costs	xC	-	-
136.	Use information from computer for:			
	e) food costs	-	xC	-
138.	Prepare budget estimates	-	xC	-
139.	Determine need for, and cost of, new equipment	xD	xD	-
140.	Forecast changes in total food service operation	-	xD	-
141.	Make recommendations for capital expenditures	-	xD	-
157.	b) Work within a promotion budget	-	xB	-
148.	Develop on-the-job training procedures	xB	52C	xC
150.	Staff meetings:			
	a) conduct	xD	xC	xC
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	64C	58D	69C
160.	Join various food service organizations	-	xD	-
161.	Publicize your menu and establishment:			
	a) on radio	xD	-	-
	b) in newspapers	xD	-	-
163.	Give talks about:			
	c) your food service department	-	xD	-

Of the 20 management tasks performed in restaurants by upper-level production personnel, three were unique to restaurants. These involved keeping labor cost records, or publicizing menus. Six tasks were performed by more than 50 percent of these personnel, four of which were concerned with employees.

Hospital/nursing home upper-level production personnel performed 10 management tasks that were not performed in the other types of establishments. Four of these involved discharging employees, using computer information for food costs, forecasting changes, and recommending capital expenditures. The remainder involved employee supervision, personal improvement, and public relations tasks. Of the six tasks performed by more than 50 percent of these upper-level production personnel, three performed in all three types of establishments were concerned mainly with employee training and supervision or with personal improvement.

The two tasks performed by more than 50 percent of upper-level production personnel in college/university food service were also performed at this level in the other two types of establishments and related to supervising and to keeping informed on legislation.

Approximately two-thirds of the mean frequency ratings for management tasks performed were for once a week or less.

Performance of tasks by personnel in job categories within an establishment and in different establishments

In Table 35 is summarized the performance of job tasks within functions, by personnel in the four job categories studied, classified according to type of establishment. The previous four sections of the Findings and Discussion have been concerned with the proportion of personnel within each job category that performed the tasks and the frequency of task performance. By reference to Table 35, it is possible to assess the performance of tasks in different job categories within an establishment and in different establishments.

The tasks that make up the functions of supervision and management are grouped according to the subfunctions as follows:

Supervision	Management
General	General
Service	-
Production	-
Sanitation/safety	-
Budgeting	Budgeting
Training	Training
-	Public relations

Within the listings of tasks for these functions in Table 35, the division of the subfunctions is indicated by a short line drawn between the statements of tasks. An awareness of these subfunctions assists in identifying the differences and similarities in patterns of tasks.

The last four columns in Table 35 are a summary showing the number of job categories by which a task was performed in each type of establishment. For example, in the service function, for task 4, the summary 4 4 4 1 may be interpreted that this task was a common task performed by personnel in all job categories studied, in each of the four types of establishments.

Table 35. Food service industry tasks performed by more than 20 and more than 50 percent[a] of personnel classified by job category, type of establishment, and function.

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Service																		
1.	Set tables	xx	x	x	xx	x	xx	-	-	-	-	-	x	-	2	3	2	0
2.	Greet patrons and show them to seats	xx	x	-	xx	-	x	-	-	-	-	-	x	-	2	2	1	0
3.	Present menu to patrons	xx	x	-	x	x	xx	-	-	-	-	-	-	-	2	2	1	0
4.	Answer patrons' questions regarding menu choices and food preparation	xx	xx	xx	xx	xx	xx	x	xx	x	x	xx	xx	xx	4	4	4	1 [d]
5.	Take patrons' orders according to given procedure	xx	x	xx	xx	x	xx	x	x	-	-	-	x	-	3	4	2	0
6.	Relay patrons' orders to kitchen	xx	xx	-	xx	xx	xx	-	x	-	-	-	xx	x	2	4	2	0
7.	Serve food, beverages, and condiments to patrons	xx	xx	xx	xx	xx	xx	-	xx	x	xx	x	xx	xx	3	4	4	1
8.	Give menu substitutions, second helpings, or special diet items	xx	xx	xx	xx	xx	xx	x	xx	x	-	xx	xx	xx	4	4	4	0

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[a] x indicates performance by more than 20 percent of the respondents; xx indicates performance by more than 50 percent of the respondents.

[b] Tasks performed only by managers are not listed in this table.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

[d] A common task performed by personnel in all four job categories in all types of establishments.

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Service (continued)																		
9.	Replenish coffee, water, rolls, and butter	xx	xx	xx	xx	xx	xx	-	x	x	x	-	x	xx	2	4	4	1
10.	Ask patrons served how they enjoyed meal	xx	x	x	xx	xx	xx	-	x	x	x	x	x	xx	3	4	4	1
11.	Present bill to patrons	xx	-	x	xx	-	x	-	-	-	-	-	-	-	2	0	2	0
12.	Accept payment from patrons (cash, meal ticket, cards, etc.)	xx	-	x	xx	x	xx	-	-	-	-	x	x	x	3	2	3	0
13.	Take dining room reservations	x	-	-	xx	-	x	-	-	-	-	xx	-	x	3	0	2	0
15.	Replenish foods in serving counters, hot food tables, etc.	xx	xx	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	x	xx	xx	xx	xx	xx	x	x	x	xx	xx	xx	xx	4	4	4	1[d]
17.	Arrange food and beverages in an attractive manner (e.g., cafeteria counter, buffet table, dessert tray)	xx	xx	xx	xx	xx	xx	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
19.	Put up menu on display board	x	-	x	x	-	xx	x	x	-	-	-	x	x	3	2	3	0
20.	Prepare menu sheets or folders	x	-	-	x	x	-	-	-	-	-	x	x	x	3	2	1	0
22.	Record modified diet orders and/or food preferences	-	x	-	-	xx	-	-	x	-	-	x	x	x	1	4	1	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Service (continued)																		
24.	Set up serving areas (serving counter, buffet table, tray line, etc.)	xx	xx	xx	x	xx	xx	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
26.	Portion or serve the following foods:																	
	a) juices	xx	xx	xx	x	xx	xx	-	x	x	x	xx	xx	xx	3	4	4	1
	b) soups	xx	xx	xx	xx	xx	xx	x	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	c) meats	xx	xx	xx	xx	xx	xx	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	d) potatoes, rice noodles, or vegetables	xx	xx	xx	xx	xx	xx	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	e) garnishes or relishes	xx	xx	xx	x	xx	xx	xx	xx	x	x	xx	xx	x	4	4	4	1[d]
	f) butter	xx	xx	xx	x	xx	xx	-	xx	x	x	xx	xx	x	3	4	4	1
	g) bread, rolls	xx	xx	xx	xx	xx	xx	x	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	h) cereals	x	xx	xx	x	xx	x	-	xx	x	-	x	xx	xx	3	4	4	0
	i) salads	xx	xx	xx	x	xx	xx	x	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	j) sandwiches	xx	xx	xx	xx	xx	xx	x	xx	x	xx	xx	xx	xx	4	4	4	1[d]
	k) desserts	xx	xx	xx	x	xx	xx	x	xx	x	xx	xx	xx	x	4	4	4	1[d]
	l) beverages	xx	xx	xx	xx	xx	xx	-	xx	x	x	x	xx	x	3	4	4	1
	m) special or modified diet items	xx	xx	xx	-	xx	xx	-	xx	x	-	xx	xx	xx	2	4	4	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
.		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Service (continued)																		
26.	n) take-out	xx	-	x	xx	x	xx	x	-	-	-	xx	x	x	4	2	3	0
28.	Transport prepared foods:																	
	a) within the building	xx	xx	-	xx	xx	xx	x	x	x	x	xx	xx	x	4	4	3	1
	b) to other centers	-	-	-	x	x	x	-	-	x	-	x	x	x	2	2	3	0
31.	Clear and clean dining room tables	xx	x	xx	xx	x	xx	x	x	-	x	-	x	-	3	4	2	1
32.	Reset tables	xx	x	x	xx	-	-	-	-	-	-	-	-	-	2	1	1	0
33.	Return leftover food to kitchen area	xx	xx	xx	x	xx	xx	x	x	xx	xx	x	x	xx	4	4	4	1[d]
34.	Clean and replenish waiter service stations	xx	x	xx	x	-	x	-	-	-	-	-	-	x	2	1	3	0
35.	Operate cash register	xx	x	x	x	x	x	-	-	-	-	-	-	-	2	2	2	0
37.	Count number of people served	x	x	x	x	xx	xx	-	x	-	x	x	x	x	3	4	3	1
38.	For special events:																	
	a) set tables	xx	x	x	xx	xx	xx	-	x	x	-	-	xx	x	2	4	4	0
	b) set up rooms	x	-	x	xx	x	xx	-	-	-	-	-	x	x	2	2	3	0
	c) decorate rooms	x	-	-	xx	x	xx	-	-	-	-	-	x	-	2	2	1	0
39.	Store and maintain equipment for special events	x	-	x	xx	xx	xx	-	x	x	x	x	xx	x	3	3	4	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Service (continued)																		
75.	Maintain record of modified diet requirements	-	-	-	-	x	-	-	x	-	-	-	x	x	0	3	1	0
132.	Serve standard portion sizes	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
162.	Set up special food:																	
	a) displays	-	-	-	-	x	x	-	-	-	-	x	-	-	1	1	1	0
	b) bulletin boards	-	-	-	-	x	-	-	-	-	-	-	-	-	0	1	0	0
Production																		
47.	Follow written recipes in preparing food	-	-	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	2	3	4	1
52.	Discuss work schedules and preparation of food with:																	
	b) supervisor	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
54.	Assemble all recipe ingredients	-	-	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	2	3	4	1
55.	Weigh recipe ingredients	-	-	x	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	3	1
56.	Measure recipe ingredients	x	-	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	3	3	4	1
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	x	xx	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Production (continued)																		
58.	Prepare food for cook's use:																	
	a) fruits	-	x	-	-	-	-	x	xx	x	xx	xx	x	x	2	3	2	1
	b) vegetables	-	x	x	-	-	x	xx	xx	xx	xx	xx	xx	xx	2	3	4	1
	c) cut wholesale sections of meat into roasts, steaks, etc.	-	-	-	-	-	-	x	x	x	-	xx	x	x	2	2	2	0
	d) bone:																	
	1) meat	-	-	-	-	-	-	x	x	x	x	xx	x	xx	2	2	2	1
	2) fish	-	-	-	-	-	-	x	x	-	-	x	-	x	2	1	1	0
	3) poultry	-	-	-	-	-	-	x	x	x	xx	xx	-	xx	2	1	2	1
	e) slice meat, poultry, and/or cheese	-	-	x	-	-	x	xx	xx	xx	xx	xx	xx	xx	2	2	4	1
	f) bread meat, fish, and/or poultry	-	-	x	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	3	1
	g) grind meat, poultry, and/or cheese	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
59.	Prepare foods for modified diets by:																	
	a) weighing	-	x	x	-	xx	-	-	xx	xx	-	x	xx	-	1	4	2	0
	b) measuring	-	x	-	-	xx	-	-	xx	xx	-	x	xx	x	1	4	2	0
61.	Prepare leftovers for storage	-	x	xx	-	x	xx	xx	xx	xx	xx	xx	xx	xx	2	4	4	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Production (continued)																		
66.	Operate special equipment (during course of work):																	
	a) scale	x	x	x	-	xx	xx	xx	xx	x	xx	xx	xx	xx	3	4	4	1
	b) food mixer	-	-	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	2	3	4	1
	c) slicer	x	x	x	-	xx	xx	xx	xx	-	x	xx	xx	xx	3	4	3	1
	d) deep fat fryer	x	-	x	-	-	x	xx	xx	x	-	xx	xx	xx	3	2	4	0
	e) oven	-	-	x	-	x	x	xx	xx	x	xx	xx	xx	xx	2	3	4	1
	f) broiler	-	-	-	-	-	-	x	x	x	-	xx	xx	x	2	2	2	0
	g) grill	x	-	x	-	-	xx	xx	xx	xx	-	xx	xx	xx	3	2	4	0
	h) steam-jacketed kettle	-	-	-	-	-	x	xx	xx	x	xx	x	xx	xx	2	2	3	1
	i) steamer - low pressure	-	-	-	-	-	x	x	x	xx	x	x	x	x	2	2	3	1
	j) steamer - high pressure	-	-	-	-	-	x	xx	xx	xx	x	x	x	xx	2	2	3	1
	k) high speed cutter or chopper	-	-	x	-	x	x	xx	xx	-	x	xx	xx	x	2	3	3	1
	l) meat saw	-	-	-	-	-	-	x	-	xx	-	xx	-	-	2	0	1	0
	m) coffee urn and/or coffeemaker	x	xx	xx	x	xx	xx	x	xx	xx	x	x	xx	xx	4	4	4	1[d]
	p) blender	-	x	-	-	xx	-	-	xx	xx	-	x	xx	x	1	4	2	0
	q) minute steak maker	-	-	-	-	-	-	-	-	x	-	xx	-	x	1	0	2	0
67.	Prepare for meal service:																	
	a) fruits	x	xx	xx	x	xx	xx	x	xx	xx	xx	xx	xx	x	4	4	4	1[d]

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Production (continued)																		
67.	b) juices	x	xx	xx	x	xx	x	-	x	x	x	x	x	xx	3	4	4	1
	c) salad ingredients	-	x	x	x	xx	x	x	xx	xx	x	xx	xx	xx	3	4	4	1
	d) salads	x	x	xx	x	xx	x	x	xx	xx	x	xx	xx	xx	4	4	4	1[d]
	e) fountain items	-	x	x	x	-	-	-	-	-	-	-	-	x	1	1	2	0
	f) sandwich ingredients and fillings	-	-	x	-	x	-	xx	xx	xx	xx	xx	xx	xx	2	3	3	1
	g) sandwiches	-	x	xx	-	xx	x	xx	xx	xx	x	xx	xx	xx	2	4	4	1
	h) relishes and garnishes	x	x	xx	-	x	x	xx	xx	xx	x	xx	xx	xx	3	4	4	1
	i) soups	-	-	x	-	-	-	xx	xx	x	xx	xx	xx	xx	2	2	3	1
	j) sauces and gravies	-	-	x	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	3	1
	k) meats	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	l) fish	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	m) poultry	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	n) eggs and egg dishes	-	x	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	2	4	4	1
	o) casserole-type items	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	p) vegetables	-	-	x	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	3	1
	q) potatoes	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	r) rice, noodles	-	-	-	-	-	-	xx	xx	xx	xx	xx	xx	xx	2	2	2	1
	s) waffles, pancakes	-	-	xx	-	-	-	x	xx	x	-	xx	xx	xx	2	2	3	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Production (continued)																		
67.	t) hot cereals	-	-	x	-	-	-	x	xx	x	-	x	xx	xx	2	2	3	0
	u) toast	x	xx	xx	-	xx	x	x	xx	x	-	x	x	xx	3	4	4	0
	v) baked desserts	-	-	x	-	-	-	x	xx	x	x	xx	x	x	2	2	3	1
	w) puddings	-	-	x	-	-	-	x	xx	x	x	xx	x	x	2	2	3	1
	x) puddings	-	-	x	x	-	-	x	xx	x	x	xx	x	x	3	2	3	1
	y) cakes and cookies	-	-	xx	-	-	-	x	xx	x	x	xx	x	x	2	2	3	1
	z) bread and rolls	-	x	x	x	x	-	x	x	x	x	xx	x	x	3	4	3	1
	aa) beverages	x	xx	xx	x	xx	xx	-	x	x	-	x	x	xx	3	4	4	0
	ab) appetizers	-	-	-	-	-	-	-	x	x	-	x	x	x	1	2	2	0
	ac) tube feeding	-	-	-	-	x	-	-	x	-	-	-	x	-	0	3	0	0
	ad) pureed foods	-	x	-	-	x	-	-	xx	-	-	-	xx	x	0	4	1	0
Sanitation/safety																		
29.	Return soiled dishes to dishwashing area	xx	xx	xx	xx	xx	xx	x	x	xx	xx	x	x	x	4	4	4	1[d]
30.	Receive soiled trays and dishes returned (bussed)	x	xx	x	x	xx	x	-	x	x	x	x	-	-	3	3	3	1
62.	Dispose of waste materials by proper method	x	xx	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
66.	Operate special equipment (during course of work)																	
	n) garbage disposal unit	-	xx	x	-	xx	xx	xx	xx	xx	xx	xx	xx	xx	2	4	4	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Sanitation/safety (continued)																		
66.	o) dish machine	-	x	x	-	x	x	-	xx	-	x	x	x	x	1	4	3	1
94.	Follow health rules and regulations when handling foods	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
95.	Wash dishes using recommended procedures:																	
	a) by hand	-	x	x	x	x	-	-	x	x	xx	x	-	-	2	3	2	1
	b) by dishmachine	-	x	-	-	x	x	-	xx	x	-	x	x	x	1	4	3	0
96.	Wash cooking and serving utensils:																	
	a) by hand	x	x	xx	x	x	x	x	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
	b) by machine	x	x	-	-	x	-	x	x	-	-	x	x	x	3	4	1	0
97.	Clean:																	
	a) counters	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
	b) refrigerators	x	xx	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
	c) hot tables	x	xx	xx	-	xx	xx	xx	xx	x	xx	xx	x	xx	3	4	4	1
	d) work tables	xx	xx	xx	-	xx	xx	xx	xx	xx	xx	xx	xx	xx	3	4	4	1
	e) dining room tables	xx	x	xx	xx	x	xx	-	x	x	x	-	x	x	2	4	4	1
	f) dining room chairs	xx	x	xx	xx	-	x	-	-	-	x	-	-	-	2	1	2	1
	g) service stands	xx	x	xx	xx	-	x	-	x	-	x	-	x	x	2	3	3	1
	h) food trucks	-	x	xx	-	x	-	-	x	x	x	x	x	x	1	4	3	1
	i) ovens	-	-	x	-	-	-	xx	xx	xx	xx	xx	x	xx	2	2	3	1
	j) broilers	-	-	-	-	-	-	x	x	-	x	xx	x	-	2	2	0	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Sanitation/safety (continued)																		
97.	k) ranges	-	-	x	-	-	-	xx	xx	x	xx	xx	xx	xx	2	2	3	1
	l) grills	-	-	x	-	-	-	xx	xx	xx	-	xx	xx	xx	2	2	3	0
	m) steam-jacketed kettles	-	-	-	-	-	-	x	xx	xx	xx	x	x	xx	2	2	2	1
	n) deep fat fryers	-	-	x	-	-	-	xx	x	x	-	xx	x	xx	2	2	3	0
	o) coffee urn	x	xx	xx	x	xx	xx	-	xx	x	x	-	x	xx	2	4	4	1
	p) dish machine	-	x	x	-	-	-	-	x	-	-	-	x	-	0	3	1	0
98.	Clean:																	
	a) windows	x	-	x	xx	-	x	-	x	-	x	-	-	-	2	1	2	1
	b) woodwork	x	-	x	xx	-	x	-	x	x	x	x	-	x	3	1	4	1
	c) storage areas	x	x	x	xx	x	x	xx	x	xx	xx	xx	xx	x	4	4	4	1[d]
	d) ceilings	-	-	-	-	-	-	x	-	-	-	-	-	-	1	0	0	0
	e) walls	-	-	x	-	-	x	x	-	x	x	x	-	x	2	0	4	1
	f) overhead fixtures	-	-	-	x	-	-	-	-	-	-	-	-	-	1	0	0	0
	g) hoods and filters	-	-	-	-	-	-	x	-	-	-	-	x	-	1	1	0	0
	h) floors - dry mop	-	-	-	x	-	-	x	-	-	x	-	x	x	2	1	1	1
	i) floors - wet mop	-	x	-	x	x	-	x	x	x	xx	-	x	x	2	4	2	1
	j) floors - vacuum	-	-	-	x	-	-	-	-	-	-	-	-	-	1	0	0	0
107.	Maintain safe working conditions	x	xx	-	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	3	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Sanitation/safety (continued)																		
113.	Check cleanliness and appropriateness of dress:																	
	a) for self	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
Menu planning																		
45.	Decide use of leftover foods in the menu	-	-	-	x	x	-	-	x	-	x	xx	xx	x	2	3	1	1
68.	Plan menus:																	
	a) general menus	-	-	-	-	x	-	x	x	-	-	xx	xx	xx	2	3	1	0
	b) modified diet menus	-	-	-	-	x	-	-	x	-	-	x	x	x	1	3	1	0
	c) banquet or special menus	-	-	-	x	x	-	-	-	-	-	x	xx	x	2	2	1	0
69.	Keep file of previous menus	-	-	-	x	x	-	-	x	-	x	xx	xx	x	2	3	1	1
70.	Check menu for nutritional adequacy	-	-	-	-	x	-	-	x	-	x	xx	x	xx	1	3	1	1
71.	Check menu for attractiveness of color, flavor, and texture	-	-	x	x	xx	x	x	xx	x	xx	xx	xx	xx	3	3	4	1
76.	Adapt menu for modified diets	-	-	-	-	x	-	-	x	-	-	x	x	x	1	3	1	0
Procurement																		
21.	Purchase menus, placemats, etc.	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
79.	Write food specifications	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Procurement (continued)																		
80.	Write equipment specifications	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
81.	Locate suitable food suppliers	-	-	-	-	-	-	-	-	-	-	xx	xx	x	1	1	1	0
82.	Estimate requirements for food purchase orders	-	-	-	x	-	x	-	x	-	-	xx	xx	x	2	2	2	0
83.	Obtain bids and price quotations	-	-	-	-	-	-	-	-	-	-	xx	xx	-	1	1	0	0
84.	Maintain current price lists for food and other supplies	-	-	-	x	-	-	-	-	-	-	xx	xx	x	2	1	1	0
85.	Evaluate bids and quotations	-	-	-	-	-	-	-	-	-	-	xx	x	-	1	1	0	0
86.	Place orders:																	
	a) with suppliers	-	-	-	x	x	x	-	x	-	-	xx	xx	x	2	3	2	0
	b) with purchasing agent	-	-	-	-	x	-	-	-	-	-	xx	xx	x	1	2	1	0
87.	File purchase orders	-	-	-	-	-	x	-	-	-	-	x	x	-	1	1	1	0
88.	Check invoice against purchase order	-	-	-	x	x	x	-	x	-	-	xx	xx	x	2	3	2	0
89.	Inspect quality and quantity of delivered items	-	-	-	x	x	xx	x	xx	x	x	xx	xx	xx	3	3	3	1
90.	Handle returns and adjustments	-	-	-	x	-	x	-	-	-	-	xx	xx	x	2	1	2	0
91.	Place received items in storage	x	x	x	x	x	xx	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
92.	Fill requisitions and distribute goods	-	x	-	x	xx	x	-	-	-	-	xx	x	x	2	3	2	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Procurement (continued)																		
137.	Keep informed of price and product market changes	x	-	-	x	x	-	-	-	-	-	xx	xx	x	3	2	1	0
144.	Purchase equipment:																	
	a) large	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
	b) small	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
145.	Recommend purchase of equipment	-	-	-	x	xx	x	-	x	-	-	xx	xx	x	2	3	2	0
Supervision																		
14.	Make and confirm arrangements for catered or special events	-	-	-	xx	x	x	-	-	-	-	xx	x	x	2	2	2	0
23.	Decide number of portions of various foods needed for meal service	x	x	x	x	xx	x	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
25.	Check that holding temperatures for food and beverages are correct	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
40.	Determine number of portions of menu items served	x	x	x	x	xx	x	xx	xx	x	xx	xx	xx	xx	4	4	4	1[d]
41.	Calculate food waste by checking:																	
	a) plate returns	-	x	-	-	x	x	x	x	-	x	xx	xx	xx	2	4	2	1
	b) unordered food items	-	-	-	-	x	x	x	-	-	x	xx	x	x	2	2	2	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
52.	Discuss work schedules and preparation of food with:																	
	a) assistant	-	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	3	4	4	1
63.	Keep written records of overproduction or shortage of food items	-	-	-	x	x	x	x	x	x	x	xx	xx	xx	3	3	3	1
64.	Decide on portion sizes	-	x	xx	-	xx	xx	x	xx	xx	xx	xx	xx	xx	2	4	4	1
65.	Check sizes of portions served by:																	
	b) weighing	x	x	x	x	xx	x	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
	c) measuring	x	x	xx	-	xx	x	x	xx	xx	xx	xx	xx	xx	3	4	4	1
	d) viewing	x	xx	xx	x	xx	xx	xx	xx	x	x	xx	xx	xx	4	4	4	1[d]
73.	Post menus where they are seen by staff	x	-	x	xx	xx	x	-	x	-	x	xx	xx	xx	3	3	3	1
74.	Write work instructions and explain to staff members	-	-	-	xx	xx	x	-	x	-	-	xx	xx	xx	2	3	2	0
93.	Check conditions of goods in storage areas	x	-	x	x	x	xx	xx	xx	xx	xx	xx	xx	xx	4	3	4	1
99.	Prepare work schedules for routine and major cleaning assignments	-	-	-	x	xx	-	-	x	-	-	x	xx	x	2	3	1	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	-	x	-	x	xx	xx	x	x	-	-	xx	xx	x	3	4	2	0
101.	Fill out reports on missing items	-	-	-	-	x	x	-	-	-	-	-	x	x	0	2	2	0
102.	Fill out reports on broken items	-	-	-	x	x	x	-	-	-	-	-	x	-	1	2	1	0
103.	Keep equipment operation and maintenance records	-	-	-	-	-	x	-	-	-	-	-	x	-	0	1	1	0
110.	Plan time and/or work schedules for staff	-	-	-	xx	xx	x	-	x	-	-	xx	xx	x	2	3	2	0
111.	Keep a written record of incidents	-	-	-	x	x	x	-	-	-	-	-	x	x	1	2	2	0
112.	Handle grievances, problems, and complaints of:																	
	b) personnel	-	-	-	xx	xx	xx	-	-	-	-	xx	xx	xx	2	2	2	0
114.	Maintain current job descriptions	x	x	-	xx	xx	x	x	-	x	x	xx	xx	xx	4	3	3	1
119.	Acquaint new employees with their own and with other people's responsibilities within the department	xx	x	xx	xx	xx	xx	x	xx	xx	x	xx	xx	xx	4	4	4	1[d]

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
120.	Discuss objectives, policies, and standards with new employees	xx	-	-	xx	xx	xx	x	x	x	-	xx	xx	xx	4	3	3	0
121.	Evaluate personnel performance	x	-	-	xx	xx	xx	-	-	-	-	xx	xx	x	3	2	2	0
130.	Write requisitions for storeroom items	x	-	x	x	xx	x	x	x	x	-	x	xx	x	4	3	4	0
147.	Supervise:																	
	r) secretary or clerk	-	-	-	-	x	-	-	-	-	-	-	-	-	0	1	0	0
18.	Check that foods are attractively served to patrons	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
27.	Check patrons' trays for correct contents and appearance	x	xx	x	xx	xx	xx	-	xx	-	xx	xx	xx	x	3	4	3	1
36.	Tally checks and compare with cash	x	-	-	xx	-	x	-	-	-	-	-	-	-	2	0	1	0
77.	Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors	-	-	-	-	x	-	-	x	-	-	-	x	x	0	3	1	0
78.	Provide diet instructions at physician's request	-	x	-	-	x	-	-	x	-	-	-	-	-	0	3	0	0

Table 35. (continued)

Function and task *number*	*Task*[b]	Middle-level *service*			Upper-level *service*			Middle-level *production*				Upper-level *production*			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
	Supervision (continued)																	
112.	Handle grievances, problems, and complaints of:																	
	a) patrons	x	-	-	xx	xx	xx	-	-	-	-	x	x	x	3	2	2	0
134.	Evaluate:																	
	b) service procedures	-	-	-	xx	x	x	-	-	-	-	x	x	xx	2	2	2	0
147.	Supervise:																	
	w) cashier	-	-	-	xx	x	x	-	-	-	-	-	-	-	1	1	1	0
	x) food checker	-	-	-	-	xx	x	-	-	-	-	-	x	x	0	2	2	0
	z) waiter/waitress	-	-	-	xx	-	x	-	-	-	-	-	-	x	1	0	2	0
	aa) counter/tray line attendant	-	-	x	x	xx	xx	-	-	-	-	x	x	x	2	2	3	0
	ab) window attendant	-	-	-	-	-	-	-	-	-	-	x	-	-	1	0	0	0
	ac) fountain man	-	-	-	-	-	x	-	-	-	-	-	-	-	0	0	1	0
	ad) tray delivery girl	-	-	-	x	xx	-	-	-	-	-	-	x	-	1	2	0	0
	ae) busboy/busgirl	-	-	-	xx	-	x	-	-	-	-	x	-	-	2	0	1	0
42.	Calculate food supplies needed for day's production	-	-	x	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	3	3	4	1
43.	Inform staff of amounts of menu items to be prepared	-	x	x	x	xx	x	x	x	x	x	xx	xx	xx	3	4	4	1
44.	Check to see that all ingredients and food items required for menu are in stock	x	x	x	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
48.	Figure cost of recipes used	-	-	-	-	x	-	x	-	-	-	xx	xx	x	2	2	1	0
49.	Check recipes and record needed changes	-	-	x	-	-	x	x	xx	xx	xx	xx	xx	xx	2	2	4	1
50.	Develop and/or test new recipes	-	-	x	-	x	x	xx	xx	xx	xx	xx	xx	xx	2	3	4	1
51.	Check quality of prepared food by tasting and/or smelling	x	x	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
53.	Check that all requisitioned foods were delivered from storeroom	-	-	-	x	x	x	x	xx	xx	x	xx	xx	xx	3	3	3	1
60.	Decide if leftover food should be saved or discarded	x	x	xx	x	xx	xx	xx	xx	xx	xx	xx	xx	xx	4	4	4	1[d]
65.	Check sizes of portions served by:																	
	a) calculating	-	x	x	-	xx	xx	x	x	x	x	xx	x	xx	2	4	4	1
72.	Hold menu conference with staff members	-	-	x	x	x	x	x	xx	x	x	xx	xx	xx	3	3	4	1
109.	Plan schedules for use of equipment	-	-	-	-	-	-	-	-	-	x	x	x	x	1	1	1	1
129.	Keep records of amounts of daily food production	-	-	-	x	x	x	-	x	x	-	x	xx	x	2	3	3	0
134.	Evaluate:																	
	a) production procedures	-	-	-	x	x	x	-	-	-	-	x	xx	xx	2	2	2	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
147.	Supervise:																	
	e) baker	-	-	-	-	-	x	-	-	-	-	x	xx	x	1	1	2	0
	f) butcher	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
	g) cook	-	-	-	x	x	x	-	x	-	-	xx	xx	xx	2	3	2	0
	h) short order cook	-	-	-	-	-	-	-	-	-	-	xx	-	x	1	0	1	0
	i) assistant cook	-	-	-	x	-	x	-	x	-	-	xx	xx	xx	2	2	2	0
	j) cook's helper	-	-	-	x	x	x	-	x	x	-	xx	xx	xx	2	3	3	0
	k) kitchen helper	-	-	-	x	xx	x	x	x	xx	x	xx	xx	xx	3	3	3	1
	l) dishwasher	-	-	-	x	xx	x	x	x	-	-	xx	xx	xx	3	3	2	0
	m) pot washer	-	-	-	x	x	x	-	x	-	-	xx	xx	xx	2	3	2	0
	o) delivery truck driver	-	-	-	-	-	x	x	-	-	-	x	x	-	2	1	1	0
	p) receiving clerk	-	-	-	-	-	x	-	-	-	-	x	-	x	1	0	2	0
	q) storeroom man	-	-	-	-	-	x	-	-	-	-	xx	x	x	1	1	2	0
104.	Administer first aid	-	-	-	xx	-	xx	-	-	x	-	xx	x	x	2	1	3	0
105.	Fill out accident reports	-	-	-	x	xx	x	-	-	-	-	x	xx	x	2	2	2	0
106.	Keep a written record of accidents	-	-	-	-	-	x	-	-	-	-	-	x	-	0	1	1	0
108.	Evaluate safety practices in department	x	-	-	x	xx	x	x	x	x	x	xx	xx	xx	4	3	3	1

Table 35. (continued)

Function and task number	Task^b	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R^c	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Supervision (continued)																		
113.	Check cleanliness and appropriateness of dress:																	
	b) for others	-	x	x	xx	xx	xx	-	x	x	x	xx	xx	xx	2	4	4	1
125.	b) Recommend menu prices and price changes	-	-	-	-	-	-	-	-	-	-	xx	x	-	1	1	0	0
131.	Keep written inventory records:																	
	a) for food	-	-	-	-	-	x	-	-	x	-	xx	x	x	1	1	3	0
	b) for equipment	-	-	-	-	-	-	-	-	-	-	-	x	x	0	1	1	0
	c) for supplies	-	-	-	-	-	-	-	-	-	-	x	x	x	1	1	1	0
146.	Train personnel:																	
	a) informally	xx	x	x	xx	xx	xx	x	x	x	-	xx	xx	xx	4	4	4	0
	b) using a planned program	x	x	-	xx	xx	x	-	x	-	-	x	x	x	3	4	2	0
150.	Staff meetings:																	
	b) attend	x	x	x	xx	xx	xx	-	xx	xx	-	x	xx	xx	3	4	4	0
151.	Read professional and industry publications as part of job	-	-	-	xx	xx	x	x	x	x	x	xx	xx	x	3	3	3	1
152.	Attend food service industry:																	
	a) workshops	-	-	-	-	x	-	-	x	-	x	-	x	x	0	3	1	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service R[c]	Middle-level service HN	Middle-level service CU	Upper-level service R	Upper-level service HN	Upper-level service CU	Middle-level production R	Middle-level production HN	Middle-level production CU	Middle-level production S	Upper-level production R	Upper-level production HN	Upper-level production CU	Number of job categories by which task was performed R	HN	CU	S
Supervision (continued)																		
152.	b) educational meetings	-	-	-	-	xx	x	-	-	-	x	x	xx	x	1	2	2	1
	c) trade shows	-	-	-	-	x	x	-	-	x	x	x	xx	x	1	2	3	1
153.	Participate in department discussion sessions	x	x	x	xx	xx	xx	-	xx	xx	x	xx	xx	xx	3	4	4	1
154.	Contribute to employee news letter, magazine, etc.	-	-	-	-	x	-	-	-	-	-	-	x	-	0	2	0	0
Management																		
115.	Develop organization chart for the department	-	-	-	-	x	-	-	-	-	-	x	x	-	1	2	0	0
116.	Calculate number of employees needed	-	-	-	xx	xx	x	-	-	-	-	xx	x	x	2	2	2	0
117.	Interview and evaluate job applicants	-	-	-	x	xx	-	-	-	-	-	x	xx	-	2	2	0	0
118.	a) Hire new employees	-	-	-	x	xx	-	-	-	-	-	x	x	-	2	2	0	0
	b) Discharge employees	-	-	-	x	x	-	-	-	-	-	-	x	-	1	2	0	0
122.	Keep written records of each employee's performance as a basis for training, evaluating, and/or promoting	-	-	-	x	xx	-	-	-	-	-	x	x	x	2	2	1	0
123.	Develop work standards and methods to measure quality and quantity of employee's work	-	-	-	x	x	x	-	-	-	-	xx	x	x	2	2	2	0

Table 35. (continued)

Function and task number	Task^b	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R^c	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Management (continued)																		
124.	Investigate employees' and patrons' suggestions for improvements and adopt where possible	-	-	-	xx	xx	xx	-	x	-	-	xx	xx	x	2	3	2	0
135.	Establish policies and procedures for department or establishment	-	-	-	x	x	-	-	-	-	-	x	x	x	2	2	1	0
147.	Supervise:																	
	b) food production supervisor	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
	c) cook manager or chef	-	-	-	x	-	-	-	-	-	-	x	x	x	2	1	1	0
	d) head cook	-	-	-	x	x	x	-	-	-	-	xx	xx	xx	2	2	2	0
	s) food service supervisor	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
	u) host/hostess	-	-	-	xx	-	x	-	-	-	-	-	-	-	1	0	1	0
	v) head waiter/waitress	-	-	-	xx	-	x	-	-	-	-	-	-	-	1	0	1	0
125.	a) Determine menu prices and price changes	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
126.	Have responsibility for working within the budget	-	-	-	x	x	x	-	x	-	-	xx	xx	x	2	3	2	0
127.	Keep food cost records	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
128.	Keep a record of labor costs	-	-	-	x	-	-	-	-	-	-	x	-	-	2	0	0	0

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories by which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Management (continued)																		
136.	Use information from computer for:																	
	e) food costs	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
138.	Prepare budget estimates	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
139.	Determine need for, and cost of, new equipment	-	-	-	-	-	-	-	-	-	-	x	x	-	1	1	0	0
140.	Forecast changes in total food service operation	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
141.	Make recommendations for capital expenditures	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
157.	b) Work within a promotion budget	-	-	-	-	-	-	-	-	-	-	-	x	-	0	1	0	0
148.	Develop on-the-job training procedures	x	-	-	xx	xx	-	-	x	-	-	x	xx	x	3	3	1	0
150.	Staff meetings:																	
	a) conduct	-	-	-	x	x	-	-	-	-	-	x	x	x	2	2	1	0
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	x	-	-	xx	xx	xx	x	x	x	xx	xx	xx	xx	4	3	3	1
160.	Join various food service organizations	-	-	-	-	-	-	-	-	-	xx	-	x	-	0	1	0	1

Table 35. (continued)

Function and task number	Task[b]	Middle-level service			Upper-level service			Middle-level production				Upper-level production			Number of job categories for which task was performed			
		R[c]	HN	CU	R	HN	CU	R	HN	CU	S	R	HN	CU	R	HN	CU	S
Management (continued)																		
161.	Publicize your menu and establishment:																	
	a) on radio	-	-	-	-	-	-	-	-	-	-	x	-	-	1	0	0	0
	b) in newspapers	-	-	-	-	-	-	-	-	-	-	x	-	-	1	0	0	0
163.	Give talks about:																	
	a) food	-	-	-	-	x	-	-	-	-	-	-	-	-	0	1	0	0
	c) your food service department	-	-	-	-	x	-	-	-	-	-	-	x	-	0	2	0	0
164.	Give talks to community groups such as:																	
	c) student groups or classes	-	-	-	-	x	-	-	-	-	-	-	-	-	0	1	0	0

Since it was found that schools did not have enough personnel in the middle-level service, upper-level service, and upper-level production job categories to be considered in the study, it would only be possible for schools to have one category represented[1].

Service tasks The 50 service tasks were considered in three groups: direct service to patrons, supporting, and miscellaneous.

Of the 50 service tasks, 25 were concerned with direct service to patrons (tasks 2-6, 7-13, 26 a-n). In all establishments, middle-level service, upper-level service, and upper-level production personnel performed at least 20 of the 25 direct service tasks.

Of the 22 supporting tasks (tasks 1, 6, 15-17, 19, 20, 22, 24, 28a-b, 31-34, 38a-39, 75, 162 a-b), upper-level service personnel in hospitals/nursing homes performed 19, in restaurants, 18, and in colleges/universities, 17. Similar levels of performance were indicated by middle-level service personnel in restaurants, who performed 17 supporting tasks; upper-level production personnel in hospitals/nursing homes and college/universities, who performed 18 and 16, respectively. One supporting task, "Set up special food displays," was performed by only one category of upper-level employee in three of the four types of establishments. "Set up special food bulletin boards," was unique to upper-level service personnel in hospitals/nursing homes.

Three service tasks were considered miscellaneous and had to do with control. Task 132 related to quantity control and was performed by more than 20 percent of all respondents. The other quantity control task, number 37, was performed by all categories except middle-level production personnel in restaurants and colleges/universities. The cost control task, number 35, was performed only by service personnel in all types of establishments.

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[1] Data for managers in the four types of establishments will be presented in a subsequent section of the Findings and Discussion.

In general, service tasks were performed by middle-level and upper-level service and upper-level production personnel in all types of establishments. Middle-level production personnel in hospitals/nursing homes, colleges/universities, and schools responded affirmatively to more service tasks than did middle-level production personnel in restaurants. One reason for greater involvement in service by hospital/nursing home, college/university, and school personnel may be the large numbers of people served in relatively short time periods.

Performance of service tasks by personnel in a variety of job categories reflects the nature of the food service industry which offers both product and service. Food service establishments provide service that is demanded by patrons during specific periods of the day rather than evenly distributed throughout a day. Therefore, personnel are transferred from other responsibilities to service during peak periods of service. Another contributing factor is that the products served are perishable and must be served promptly for optimal results.

Production tasks Production tasks were performed by production personnel with scatterings of performance by service personnel in one or more types of establishments. Service personnel in hospitals/nursing homes and colleges/universities more often responded affirmatively to production tasks than did restaurant personnel, almost a mirror image of the response to service tasks.

Sanitation/safety tasks Perhaps the surprising factor that emerged in the performance of sanitation/safety tasks was the number of tasks performed by upper-level personnel in all types of establishments. For example, more than 50 percent of respondents in all categories, "Clean counters."

Performance of sanitation/safety tasks again indicated the more departmentalized organization of restaurants. For instance, service personnel more often performed sanitation/safety tasks in the service area and production personnel more often in the production area. Hospital/nursing home and college/university personnel frequently indicated that they performed tasks in the area opposite that suggested by their job category.

Performance of some cleaning tasks was not reported in the job categories represented. For example, "Clean overhead fixtures," and "Vacuum floors," were unique to upper-level service personnel in restaurants. This study did not, however, survey auxiliary personnel such as porters or custodians.

Menu planning tasks As is illustrated in Table 35, eight menu planning tasks were performed in all establishments by upper-level production personnel, with some tasks performed by personnel in other job categories. With only one exception, middle-level service personnel did not perform menu planning tasks. No task was unique to a particular establishment.

The menu planning tasks performed by upper-level service personnel were often related tasks rather than those that involved the actual planning of general menus. Upper-level service personnel performed more of the menu planning tasks in hospitals/nursing homes than in either of the other types of establishments. This could be explained by the fact that modified diet menus in some cases were planned by the therapeutic dietitian, classified in the upper-level service category[1]. Also, the cafeteria manager, in some cases, planned menus for the cafeteria.

Surprisingly, middle-level production personnel had a performance pattern similar to upper-level service personnel. These personnel in hospitals/nursing homes performed more menu planning tasks than in other types of establishments. In schools, only middle-level production personnel were studied. This group also performed related, rather than actual menu planning tasks. This could be explained by the fact that the school food service manager or the school food service director may be the one to do the actual menu planning.

Procurement tasks   Procurement tasks were mainly performed by upper-level production personnel. As can be seen in Table 35, a larger number of these tasks was performed by a greater proportion of these personnel in restaurants and in hospitals/nursing homes than in colleges/universities. Purchasing agents may perform these tasks for the food service department more often in colleges/universities than in the other types of establishments. There may also be more levels of supervisory staff in colleges/universities.

Many procurement tasks also were performed by upper-level service personnel in all three types of establishments, but the task performance differed from that of the upper-level production personnel. Fewer of the tasks performed by upper-level service personnel involved actual purchasing.

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[1] It is recognized that therapeutic dietitians have a baccalaureate degree, but some were retained in the study because of other duties they performed in the hospital food service.

Middle-level production personnel did perform some procurement tasks, and almost all were related to receiving or checking conditions of goods in storage. This category of personnel performed more procurement tasks in hospitals/nursing homes than in the other types of establishments.

Very few middle-level service personnel performed procurement tasks. In addition to the one procurement tasks common to all personnel, middle-level service personnel in restaurants and hospitals/nursing homes each performed one other procurement task.

Supervision tasks Supervision tasks were mainly performed by upper-level service and production personnel, with more tasks performed by a larger proportion of upper-level production personnel in all three types of establishments. The supervision tasks relating primarily to food production were performed by both upper-level and middle-level production employees.

A surprising number of supervision tasks were performed by all job categories of personnel in all types of establishments. This is illustrated in Table 35, as is the fact that seven of the thirty-nine tasks common to all job categories and all establishments were in the supervision function. Six of the seven common supervision tasks involved quantity or quality control of food. The seventh related to employee training. The high proportion of middle-level service personnel performing job training tasks in restaurants and in colleges/universities may be due to the fact that in both types of establishments there are many part-time employees, as well as beginning-level employees, who may be trained by the full-time employees. Performance of these particular tasks, and other similar supervisory tasks by middle-level service and production personnel, indicates that a measure of supervisory responsibility is often given to personnel in these job categories.

Management tasks   Management tasks, with few exceptions, were performed only by upper-level service and production personnel. The management tasks performed only by upper-level hospital/nursing home personnel mainly involved forecasting, budgeting, and public relations. This may have been because in some hospitals/nursing homes, especially the larger ones, upper-level service and production positions may carry more responsibility than similar positions in other types of establishments.

Five management tasks were performed by middle-level service or production personnel. One task common to middle-level production personnel in all four establishments was that of keeping informed of legislation. Middle-level production personnel in hospitals/nursing homes performed three other management tasks: investigating employees' and patrons' suggestions, working within the budget, and developing on-the-job training procedures. The latter task was also performed by middle-level service personnel in restaurants. Only middle-level production personnel in schools responded affirmatively to, "Join various food service organizations."

Discussion

Differences and similarities of job task performance in relation to job categories and types of establishments as studied in the present research have implications for personnel, their employers, and those providing career education. The concept of career ladders and lattices, concerning both lateral and vertical job progression, emphasizes the opportunities for advancement within or among establishments. Identification of specific tasks, the percentage of personnel performing tasks, the frequency of task performance, and the relationships of task performance among the various job categories, as studied in this research, are relevant to the career progression concept. To the employer attempting to organize and develop human resources and to increase productivity, the distribution of tasks among personnel is related to organization, employment, job assignment, training, wage administration, and other aspects of management. The educator's plans for career education programs are based partially on the task performance expected of the employee for both the immediate job and for future employment. The educator must also make decisions regarding the grouping of individuals for learning common tasks. The identification of common and unique tasks in and among job categories and establishments, as analyzed in this study, helps provide a basis for such decisions.

Tasks reported were those performed by food service employees in selected establishments in Iowa during the period of data collection, October 1972 through January 1973. Findings may vary in future periods. Although it was assumed in the present study that areas within Iowa would not make an appreciable difference in tasks performed, tasks and patterns of tasks may vary in other geographical areas, particularly in highly populated urban areas. It is recognized also that other variables, such as type of menu and service, hours of service, availability of labor, and general organization of work may influence tasks performed by workers. The present study was limited by the time limit specified for completion of the study and limitations of personnel. Further sampling of the population of food service workers may be desirable.

As mentioned previously (page 29), the frequency of performance of a task in a food service establishment is not an indication of importance of the task or the level of skill involved. For some tasks, daily rather than less frequent performance may be undesirable, for example, the task of planning general menus. Frequency of performance of a task within a job will vary from one situation to another depending on many variables; however, some idea of frequency of performance does help provide a realistic picture of what the content of a job may be.

In Table 36 is summarized the performance of tasks for the seven functions, by personnel in the four job categories, classified by type of establishment. There were 301 tasks performed by more than 20 percent of personnel in at least one of the job category-establishment subclassifications for the four job categories considered here.[1]

It is interesting that production personnel at the same level performed more tasks than service personnel. One reason is that there were more production tasks, but in addition, production personnel performed more service tasks

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[1] The 324 tasks on the data collection instrument were considered by the researchers to be a good sampling of tasks performed in the food service industry rather than a listing of all tasks.

Table 36. Number of tasks performed for seven job functions, classified by job category and type of establishment

Job function	Tasks retained in study[a]	Middle-level service				Upper-level service				Middle-level production					Upper-level production			
		Total[b]	R[c]	HN	CU	Total	R	HN	CU	Total	R	HN	CU	S	Total	R	HN	CU
Service	50	46	45	37	38	50	45	44	45	36	21	34	28	25	45	33	42	39
Production	63	44	14	23	40	37	11	28	28	62	53	60	57	45	63	60	59	61
Sanitation/ safety	39	31	19	24	27	29	21	21	22	36	24	31	26	29	33	26	29	28
Menu planning	9	1	-	-	1	8	4	8	1	7	2	7	1	4	8	8	8	8
Procurement	21	3	2	2	1	12	10	8	9	6	2	6	2	2	20	18	20	12
Supervision	90	38	25	25	28	81	56	67	73	57	35	48	37	36	83	71	78	73
Management	49	2	2	-	-	21	17	17	8	5	1	4	1	2	30	20	27	11
Totals	321	165	107	111	135	238	164	193	186	209	138	190	152	143	282	236	263	232

[a] Tasks retained in study include those tasks performed only by managers.

[b] Total refers to the total number of different tasks performed by personnel in all establishments.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

than might be expected and more proportionately than service personnel performed production tasks. Production personnel performed more sanitation/safety tasks than did service personnel.

Upper-level production personnel performed the greatest number of tasks. As a group, they performed 282 of the 321 tasks. Upper-level production personnel in hospitals/nursing homes performed the most tasks of any subclassification group in the four job categories.

As would be expected, upper-level service personnel performed the next largest number of tasks, 238, and again, it was in hospitals/nursing homes that this category of personnel performed the most tasks.

Middle-level service and production personnel performed a considerable number of tasks, some that might be considered outside the scope of their jobs. Middle-level production personnel performed 209 of the 321 tasks, with the most tasks performed by hospital/nursing home personnel. This hospital/nursing home group performed more tasks in each function, especially supervision tasks, than did the middle-level production personnel in other establishments.

Middle-level service personnel performed far fewer of the tasks than personnel in the other job categories. However, 38 of the 165 tasks they did perform were supervision tasks. Although a relatively large proportion of the tasks were production tasks for the job category as a whole, the number of production tasks performed in an individual establishment varied considerably.

The similarity of task performance by upper-level service and upper-level production personnel was evident except for the functions of procurement and production.

There appeared to be considerable commonality of performance of tasks among the four job categories and establishments. Commonality is evident by inspection of the last four columns in Table 35. The following number of tasks was common to all job categories in all types of establishments (four job categories in restaurants, hospitals/nursing homes, and colleges/universities, and one job category in schools:

Job function	Number of tasks
Service	15
Production	5
Sanitation/safety	8
Menu planning	0
Procurement	1
Supervision	10
Management	0
	39

The summary in Table 37 indicates the extent of commonality among establishments. Schools had full-time employees in only the middle-level production job category. If the tasks of the managers and part-time personnel were considered, it would be expected that there would be many more tasks common to four types of establishments. Only 25 tasks performed by personnel in the four job categories were unique to one specific type of establishment.

If restaurants are considered commercial establishments, and hospitals/nursing homes, colleges/universities, and schools noncommercial, it is of interest to compare task performance in the types of food service

Table 37. Number of tasks performed[a] common to the number of establishments, classified by job function

Job function	Number of establishments 4	3	2	1	Total
Service	25	21	3	1	50
Production	45	14	3	1	63
Sanitation/safety	27	6	2	3	38
Menu planning	4	4	0	0	8
Procurement	2	11	5	2	20
Supervision	35	34	14	5	88
Management	1	10	10	13	34
Totals	139	100	37	25	301

[a] Performed by one or more of the four job categories. Tasks performed only by managers are not included.

establishments, as shown in Table 35. Seven tasks, unique to restaurants, involved three cleaning tasks, publicizing menus, supervising window attendants, and keeping a record of labor costs. Seventeen tasks were unique to hospitals and nursing homes. Two unique tasks were concerned with modified diets; two with purchasing supplies or equipment; three with supervising personnel; five with public relations; and five with forecasting, preparing budgets, or recommending expenditures. In colleges and universities, the one unique task reported was supervising fountain personnel.

The researchers are aware that some of these unique tasks are, in fact, not unique to the type of establishment specified. Had the tasks performed by other job categories been included, or a larger sampling of the four job categories made, few of the above tasks would probably have been unique to a given type of establishment. It should be remembered too, that a task was not considered as being performed unless more than 20 percent of the respondents in a subclassification reported performing the task.

Some differences in the extent to which certain tasks were performed in the different establishments was evident in the analysis of tasks within job categories, but with limited exceptions the tasks performed in the four establishments were similar. This is evident in Table 35.

This research has been done to provide information for programs of vocational education in food service. The findings of the study:

1) Identify job tasks performed by defined categories of full-time personnel in restaurants, hospitals/nursing homes, colleges/universities,and schools in Iowa
2) Demonstrate commonality and uniqueness in performance of job tasks in job categories within and among types of establishments, and
3) Show probable changes in job task combinations with lateral or vertical progression of personnel within or among types of establishments.

The reports of task performance offer models of what is being done by people in the job categories in the different types of establishments in Iowa. The models may or may not be optimum from either the standpoint of the employers or the employees, but they provide a base for career choices and programs of vocational education.

Employers can benefit from a study of tasks performed. The models these tasks define provide an employer with a basis for comparing similar job categories in his establishment.

The results of task analyses offer an educator insight into the proportion of the job that has to do with people, versus data, versus things. Such information can help a vocational teacher build units of study from which a student can develop competencies needed to perform tasks and gain some insights into the satisfaction he is likely to find in the work. Educational programs built on analysis of actual tasks and other resources (texts, the educator's experience, et cetera) form a broad base. For example, tasks analyzed from various perspectives can show the: 1) overview of the job through the progression from one task to a group of tasks that contribute to a job function, to tasks related to several job functions to form a food service job, 2) possible progression from one job to another, 3) interdependence of personnel in various jobs, and 4) variety of operating procedures.

The findings of the present study provide a basis for the next steps in curriculum planning, namely,identifying skills, abilities, and attitudes desired; and of formulating instructional objectives, identifying content, and planning learning experiences and methods of evaluation.

The study has shown that probably middle-level personnel who progress to upper-level jobs do not stop performing some tasks in order to take on others, but rather may increase the variety of tasks performed. The fact that that is the situation may or may not be desirable, but apparently is the way it is.

Former studies have reported the lack of information provided to employees regarding possibilities for promotion within the industry. This study tends to support the need for more such information since middle-level employees, especially, did not perform many tasks pertaining to personal growth and development.

Performance of Tasks by Managers

Introduction to analysis

In the total study, the analyses of tasks were completed for job categories rather than for specific jobs because of the great variation in job titles within the food service industry and the great variation in tasks performed by personnel in different establishments who have the same job title. The bases for defining each classification are explained in the Procedure.

Food service personnel below the level of manager were classified in six job categories:

Upper-level service	Upper-level production
Middle-level service	Middle-level production
Beginning-level service	Beginning-level production

Of these categories, task analyses were completed for four categories at the middle and upper levels.

Managers were not, however, classified according to the level of management responsibility. The manager interviewed (and for whom a task list was received and used) was the person who had the overall responsibility for a particular establishment. In some instances the manager was responsible for one of several units and was responsible to one or more persons at a higher level of food service management, who had higher-level management responsibility and authority. In such a situation, the extent of the establishment manager's responsibility and authority could vary considerably from routine tasks with many of the aspects of management performed at a higher level, to essential autonomy with only consultative guidance from an area supervisor. In one instance the manager of the establishment selected was also responsible for the food service in other units of the same company and had eight unit managers responsible to him. There were other similar instances. Some managers were owner-managers of a single establishment, and in some cases delegated many operational responsibilities to an assistant manager.

In the present research, very small establishments were not included, but the volume of business and other characteristics of the establishments participating varied considerably, as is shown in Tables 49 through 55 in Appendix B. These differences may have some influence on the tasks performed by personnel below the management level, but the variations in organizational structure, volume, type and complexity of services offered, and type of ownership would undoubtedly have greater influence on the level of responsibilities of various individuals working as part of the management team. The extent to which the services of other personnel such as lawyers, accountants, purchasing agents, personnel managers, secretaries, et cetera, were available would also influence the variety and complexity of tasks at the management level, and the tasks of these people available to the food service operation were not assessed in the present study.

It was recognized when the research was planned that it was beyond the resources of money, personnel, and span of time to make a sufficiently detailed analysis of tasks and responsibilities of various levels of management personnel to differentiate adequately the tasks of these personnel. The analysis will necessitate further study.

The present study did offer, however, an opportunity to determine to what extent the managers performed some management tasks (without consideration of level, complexity, or scope of actions) and to determine to what extent managers performed tasks performed by other food service personnel as represented by the task list.

The managers were interviewed and the information given about the establishments was secured at the time of the interview. The managers were asked to respond to the same task list that was completed by personnel in the other four job categories. A total of 111 task lists completed by managers were analyzed. A summary of the number of tasks performed by managers is shown in Table 38.

Table 38. Number of tasks performed by managers, classified by job function and type of establishment

Job function	Tasks retained in study[a]	Total	R[b]	HN	CU	S
Service	50	50	49	45	49	40
Production	63	61	60	53	55	45
Sanitation/ safety	39	39	38	23	32	24
Menu planning	9	9	8	9	9	6
Procurement	21	21	20	21	20	13
Supervision	90	90	89	83	87	74
Management	49	49	48	44	44	22
Totals	321	319	312	278	296	224

[a] Tasks retained in study include those tasks performed only by managers.

[b] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School

Service tasks All 50 of the service tasks were performed by managers; see Table 39. The number of tasks performed by managers in each type of establishment was also high, 49, 45, and 49 in restaurants, hospitals/nursing homes, and colleges/universities, respectively. Forty tasks were performed in schools; tasks not performed probably resulted from the type of service in school food service programs.

For every establishment the number of service tasks performed by managers exceeded the number performed by personnel in the four job categories previously considered.

In restaurants, performance by more than 50 percent of the respondents was greater for managers than for personnel in the other four job categories.

In general, the level of frequency of performance of tasks was lower than for personnel in the other four job categories; however, managers in restaurants performed many of the service tasks once a day or several times a week.

Table 39. Service tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
1.	Set tables	54B	xD	xC	-
2.	Greet patrons and show them to seats	76B	xC	52C	-
3.	Present menu to patrons	59B	-	xB	xC
4.	Answer patrons' questions regarding menu choices and food preparation	100B	77C	92B	67B
5.	Take patrons' orders according to given procedure	80B	xC	xC	xB
6.	Relay patrons' orders to kitchen	66B	xB	xC	-
7.	Serve food, beverages, and condiments to patrons	85B	xC	64C	62B
8.	Give menu substitutions, second helpings, or special diet items	71B	xB	80B	xC
9.	Replenish coffee, water, rolls, and butter	74B	xC	xC	xB
10.	Ask patrons served how they enjoyed meal	97A	80B	79B	76B
11.	Present bill to patrons	74B	-	xC	-
12.	Accept payment from patrons (cash, meal ticket, cards, etc.)	86B	xC	56B	52B
13.	Take dining room reservations	74B	xC	60B	-
15.	Replenish foods in serving counters, hot food tables, etc.	77B	xC	67B	86A
16.	Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)	79B	57C	88B	76A
17.	Arrange food and beverages in an attractive manner(e.g. buffet table, etc.)	77B	xC	80B	67B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 39. (continued)

Task number	Task	R^c	HN	CU	S
19.	Put up menu on display board	54B	xC	60C	79C
20.	Prepare menu sheets or folders	69C	xC	72C	xC
22.	Record modified diet orders and/or food preferences	xC	xC	72C	-
24.	Set up serving areas (serving counter, buffet table, trayline, etc.)	74C	53C	60C	70B
26.	Portion of serve the following foods:				
	a) juices	52B	xC	xC	71C
	b) soups	63B	xC	60C	67C
	c) meats	86B	xC	64C	76B
	d) potatoes, rice, noodles, or vegetables	83B	xC	64C	76B
	e) garnishes or relishes	71B	xC	64C	55C
	f) butter	68B	xC	60C	62B
	g) bread, rolls	71B	xC	60C	67B
	h) cereals	xB	xC	56C	xB
	i) salads	74B	xC	56C	62B
	j) sandwiches	89B	xC	64C	62C
	k) desserts	77B	xC	60C	62B
	l) beverages	83B	xC	52C	xB
	m) special or modified diet items	xC	xB	xC	-
	n) take-out	76B	-	xC	xB
28.	Transport prepared foods:				
	a) within the building	68B	xC	56C	xB
	b) to other centers	xC	xD	xC	xB
31.	Clear and clean dining room tables	89B	xD	xD	xB
32.	Reset tables	60B	xD	xC	-
33.	Return leftover food to kitchen area	60B	xC	xC	xB
34.	Clean and replenish waiter service stations	xB	-	-	xB
35.	Operate cash register	89B	-	56C	-
37.	Count number of people served	94B	xC	79B	90B

Table 39. (continued)

Task number	Task	R^c	HN	CU	S
38.	For special events:				
	a) set tables	59C	53C	56C	xD
	b) set up rooms	60C	xC	64B	xD
	c) decorate rooms	53C	52D	64C	xD
39.	Store and maintain equipment for special events	74C	xC	64C	xD
75.	Maintain record of modified diet requirements	-	xC	xC	-
132.	Serve standard portion sizes	94B	57B	83A	100B
162.	Set up special food:				
	a) displays	xC	xD	xD	xD
	b) bulletin boards	xC	xD	52C	52D

Production tasks   Production tasks performed by managers are shown in Table 40. Sixty-one of the 63 production tasks were performed by managers; 60 were performed in restaurants, 53 in hospitals/nursing homes, 55 in colleges/universities, and 45 in schools.

For restaurants, the number of production tasks performed by managers exceeded the number performed in each of the other four job categories. The number performed by school food service managers was the same as the number performed by the middle-level production personnel (the only other job category for schools).

In general, the level of frequency of performance of tasks was lower than for personnel in the other four job categories.

Table 40. Production tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
47.	Follow written recipes in preparing food	71B	xC	56B	95B
52.	Discuss work schedules and preparation of food with:				
	b) supervisor	72B	93B	90B	63C
54.	Assemble all recipe ingredients	57B	xC	xC	62B
55.	Weigh recipe ingredients	69C	-	xC	70C
56.	Measure recipe ingredients	62B	-	xC	58B
57.	During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas	83B	xC	xC	xB
58.	Prepare food for cook's use:				
	a) fruits	xC	-	xC	xB
	b) vegetables	62B	xC	xC	62C
	c) cut wholesale sections of meat into roasts, steaks, etc.	xC	xC	xC	-
	d) bone:				
	1) meat	xB	xC	-	-
	2) fish	xC	-	-	-
	3) poultry	xC	xD	-	xD
	e) slice meat, poultry, and/or cheese	63B	xC	xC	62C
	f) bread meat, fish, and/or poultry	xC	xC	xC	xC
	g) grind meat, poultry, and/or cheese	xC	xC	xC	52C
59.	Prepare foods for modified diets by:				
	a) weighing	xC	-	xC	-

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 40. (continued)

Task number	Task	R^c	HN	CU	S
59.	b) measuring	xD	-	xC	-
61.	Prepare leftovers for storage	xB	xC	xB	67B
66.	Operate special equipment (during course of work):				
	a) scale	85B	53C	68C	90B
	b) food mixer	60C	xC	60C	86B
	c) slicer	68C	xC	68C	52C
	d) deep fat fryer	74B	xC	56C	-
	e) oven	71B	xC	64C	76B
	f) broiler	57B	xC	xD	-
	g) grill	66B	xC	60C	-
	h) steam-jacketed kettle	xC	xC	60C	62B
	i) steamer - low pressure	xC	xC	xC	xB
	j) steamer - high pressure	xC	xC	xD	xB
	k) high speed cutter or chopper	xC	xC	xC	xC
	l) meat saw	xC	-	-	-
	m) coffee urn and/or coffeemaker	86B	xC	60C	57B
	p) blender	xC	xC	-	-
67.	Prepare for meal service:				
	a) fruits	xC	xD	xC	76C
	b) juices	xC	xD	xD	62C
	c) salad ingredients	66C	xC	xC	xC
	d) salads	66B	xD	xC	xC
	e) fountain items	56C	-	xC	-
	f) sandwich ingredients and fillings	68B	xC	xC	71C
	g) sandwiches	77B	xC	xD	67C
	h) relishes and garnishes	57B	xC	xC	67C
	i) soups	xC	xC	xD	52D
	j) sauces, gravies	xC	xC	xC	52C
	k) meats	74B	xC	xC	70C
	l) fish	69B	xC	xC	xC

Table 40. (continued)

Task number	Task	R^c	HN	CU	S
67.	m) poultry	54B	xC	xC	65C
	n) eggs and egg dishes	xC	xC	xC	xD
	o) casserole-type items	xC	xC	xC	xC
	p) vegetables	56B	xD	xC	61C
	q) potatoes	71B	xD	xD	60C
	r) rice, noodles	xC	xD	xC	57C
	s) waffles, pancakes	xC	xC	xC	-
	t) hot cereals	xC	xC	xC	-
	u) toast	63C	xD	xC	-
	v) baked desserts	xC	xD	xC	52C
	w) puddings	xC	xD	xC	xC
	x) pies, pastries	xB	xD	xC	xD
	y) cakes and cookies	xC	xD	xD	52C
	z) breads and rolls	xB	xD	xC	xC
	aa) beverages	69B	xD	xC	xC
	ab) appetizers	xC	xD	xC	-
	ad) pureed foods	-	xC	-	-

Sanitation/safety tasks As shown in Table 41, all of the 39 sanitation/safety tasks were performed by the managers, but there was variation among establishments. Restaurant managers performed 38; hospitals/nursing homes, 23; colleges/universities, 32; and school food service managers, 24.

For restaurants and colleges/universities the number of sanitation/safety tasks performed by managers exceeded the number performed in each of the other four job categories for the respective type of establishment.

Also in restaurants, performance by more than 50 percent of the respondents occurred more often for managers than for personnel in the other four job categories.

In general, the frequency of performance of tasks by managers was lower than for personnel in the other four job categories.

Table 41. Sanitation/safety tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
29.	Return soiled dishes to dishwashing area	85B	xC	xC	xB
30.	Receive soiled trays and dishes returned (bussed)	xB	xD	xC	-
62.	Dispose of waste materials by proper method	71B	xB	56C	76B
66.	Operate special equipment (during course of work):				
	n) garbage disposal unit	54C	xC	52C	71B
	o) dish machine	60C	xC	52C	xC
94.	Follow health rules and regulations when handling foods	100A	93A	96A	100A
95.	Wash dishes using recommended procedures:				
	a) by hand	xB	-	-	xB
	b) by dishmachine	53C	xC	xB	52B
96.	Wash cooking and serving utensils:				
	a) by hand	xB	-	xB	70B
	b) by machine	xB	xD	xB	xB
97.	Clean:				
	a) counters	56B	xC	52C	67B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 41. (continued)

Task number	Task	R[c]	HN	CU	S
97.	b) refrigerators	57B	xD	xC	62C
	c) hot tables	xB	xC	xC	xC
	d) work tables	57B	xC	xC	52B
	e) dining room tables	66B	xD	xC	xC
	f) dining room chairs	57B	xD	xC	xC
	g) service stands	xB	-	xC	-
	h) food trucks	xC	xD	-	-
	i) ovens	xC	-	xD	xC
	j) broilers	xC	-	xC	-
	k) ranges	xC	-	xC	xC
	l) grills	xC	xD	xC	-
	m) steam-jacketed kettles	-	xD	xC	xC
	n) deep fat fryers	xB	-	xC	-
	o) coffee urn	54B	xC	xC	xC
	p) dish machine	xC	xC	xC	xC
98.	Clean:				
	a) windows	xC	-	-	-
	b) woodwork	xC	-	xD	-
	c) storage areas	60C	xD	xC	62C
	d) ceilings	xD	-	-	-
	e) walls	51C	-	-	-
	f) overhead fixtures	54C	-	xD	-
	g) hoods and filters	54C	-	-	-
	h) floors - dry mop	xB	-	xC	-
	i) floors - wet mop	51B	xC	xC	xC
	j) floors - vacuum	xC	-	-	-
	k) floors - wax	xC	-	xD	-
107.	Maintain safe working conditions	97B	93B	92B	90B
113.	Check cleanliness and appropriateness of dress				
	a) for self	100A	97B	100A	100B

Menu planning tasks All nine of the menu planning tasks were performed by managers. There was some variation among establishments, as shown in Table 42.

Managers in hospitals/nursing homes and colleges/universities performed more menu planning tasks than did personnel in the other four job categories of the respective type of establishment. Restaurant managers performed the same number as upper-level production personnel, but more than restaurant personnel in the other three categories. In schools, the managers had more menu planning responsibility than did the middle-level production personnel.

In all establishments, performance by more than 50 percent of the respondents was greater for managers than for personnel in the other job categories.

Menu planning tasks were performed from once a day through once a month or less often.

Table 42. Menu planning tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
45.	Decide use of leftover foods in the menu	74B	57C	100B	86C
68.	Plan menus:				
	a) general menus	74B	59D	84C	60D
	b) modified diet menus	xC	xC	61C	-
	c) banquet or special menus	77C	71C	79C	xD
69.	Keep file of previous menus	74B	57C	100B	86C
70.	Check menu for nutritional adequacy	59C	63C	76C	95B
71.	Check menu for attractiveness of color, flavor, and texture	91B	93B	88B	100B
76.	Adapt menu for modified diets	xC	xC	xC	-
136.	Use information from computer for:				
	b) menu planning	-	xC	xC	-

[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Procurement tasks All 21 of the procurement tasks were performed by managers; however, as shown in Table 43, managers in schools performed only 13 of the tasks.

Managers in all four establishments performed more procurement tasks than did personnel in each of the other job categories in the respective establishments. In restaurants and hospitals/nursing homes the upper-level production personnel performed almost the same number.

In all establishments, performance by more than 50 percent of the respondents was greater for managers than for personnel in the other job categories.

Procurement tasks were performed from once a day through once a month or less often.

Table 43. Procurement tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
21.	Purchase menus, placemats, etc.	65C	57D	xD	-
79.	Write food specifications	52C	70C	68C	-
80.	Write equipment specifications	53C	70D	56D	xD
81.	Locate suitable food suppliers	89C	70C	80C	-
82.	Estimate requirements for food purchase orders	94B	76C	96C	81C
83.	Obtain bids and price quotations	83C	63C	72C	-
84.	Maintain current price lists for food and other supplies	94C	63C	80C	62C
85.	Evaluate bids and quotations	83C	83C	72C	-
86.	Place orders:				
	a) with suppliers	97B	69C	92B	62C
	b) with purchasing agent	58B	79C	74C	65C
87.	File purchase orders	80B	xC	64C	81C
88.	Check invoice against purchase order	91B	67C	72B	100B

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 43. (continued)

Task number	Task	R^c	HN	CU	S
89.	Inspect quality and quantity of delivered items	97B	83C	92B	95B
90.	Handle returns and adjustments	89B	xC	80B	81C
91.	Place received items in storage	94C	xC	64C	81B
92.	Fill requisitions and distribute goods	60C	xB	xD	57C
136.	Use information from computer for:				
	a) inventory control	-	xC	-	-
137.	Keep informed of price and product market changes	97B	93B	96C	xD
144.	Purchase equipment:				
	a) large	70D	63D	xD	-
	b) small	86D	73D	68D	-
145.	Recommend purchase of equipment	89D	90D	80D	70D

Supervision tasks All 90 of the supervision tasks were performed by managers; see Table 44. Eighty-nine were performed in restaurants, 83 in hospitals/nursing homes, 87 in colleges/universities, and 74 in schools.

In all four establishments, managers performed more supervision tasks than did personnel in each of the other job categories in the respective establishments.

In all establishments, performance by more than 50 percent of the respondents was greater for managers than for personnel in the other job categories.

Although the managers performed more supervision tasks, the difference in frequency of task performance between managers and the other four job categories was not as apparent for supervision tasks as was the case for service, production, and sanitation/safety tasks.

Table 44. Supervision tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
14.	Make and confirm arrangements for catered or special events	83B	62C	88C	57D
23.	Decide number of portions of various foods needed for meal service	94B	53B	100B	100B
25.	Check that holding temperatures for food and beverages are correct	97B	90B	100B	95B
40.	Determine number of portions of menu items served	94B	57C	96B	90B
41.	Calculate food waste by checking:				
	a) plate returns	79B	79C	88B	86B
	b) unordered food items	72B	57C	70B	xB
52.	Discuss work schedules and preparation of food with:				
	a) assistant	91B	93B	95B	90B
63.	Keep written records of overproduction or shortage of food items	71C	xC	84B	76B
64.	Decide on portion sizes	79C	76C	96B	86B
65.	Check sizes of portions served by:				
	b) weighing	87B	60C	86B	53B
	c) measuring	80B	57C	85C	86B
	d) viewing	75B	77B	85B	xB
73.	Post menus where they are seen by staff	71B	xC	76B	100C
74.	Write work instructions and explain to staff members	85C	80C	92B	76C
93.	Check conditions of goods in storage areas	100B	90B	88B	100C

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 44. (continued)

Task number	Task	R^c	HN	CU	S
99.	Prepare work schedules for routine and major cleaning assignments	94C	72C	84C	81C
100.	Call maintenance department and/or equipment firms to inspect or repair equipment	88C	93C	100B	90C
101.	Fill out reports on missing items	xC	xD	64C	67C
102.	Fill out reports on broken items	53C	xD	60C	62D
103.	Keep equipment operation and maintenance records	74C	xC	52C	70C
110.	Plan time and/or work schedules for staff	100C	73C	92C	86B
111.	Keep a written record of incidents	64C	73C	83C	xC
112.	Handle grievances, problems, and complaints of:				
	b) personnel	100B	97B	96B	65B
114.	Maintain current job descriptions	91C	93D	92C	76C
119.	Acquaint new employees with their own and with other people's responsibilities within the department	97C	93C	100D	90C
120.	Discuss objectives, policies, and standards with new employees	100C	93D	96D	86C
121.	Evaluate personnel performance	97B	93C	100C	71C
130.	Write requisitions for storeroom items	77C	57C	xC	85C
147.	Supervise:				
	r) secretary or clerk	xB	52B	58B	xB
18.	Check that foods are attractively served to patrons	100A	97B	100A	100A
27.	Check patrons' trays for correct contents and appearance	86A	87B	68B	86B
36.	Tally checks and compare with cash	79B	-	64B	xC
77.	Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors	xC	xC	56C	-
78.	Provide diet instructions at physician's request	-	xC	xD	-

Table 44. (continued)

Task number	Task	R[c]	HN	CU	S
112.	Handle grievances, problems, and complaints of:				
	a) patrons	97B	89B	92B	61B
134.	Evaluate:				
	b) service procedures	91B	96C	96B	52C
147.	Supervise:				
	w) cashier	86B	xB	58B	67B
	x) food checker	56B	xB	xB	-
	y) bartender	xB	-	-	-
	z) waiter/waitress	77A	-	xB	-
	aa) counter/tray line attendant	56B	xB	72B	xB
	ab) window attendant	xB	-	-	-
	ac) fountain man	xB	-	xB	-
	ad) tray delivery girl	xA	xB	-	-
	ae) busboy/busgirl	66B	-	xB	-
42.	Calculate food supplies needed for day's production	100B	62C	96B	100B
43.	Inform staff of amounts of menu items to be prepared	94B	53C	100B	100B
44.	Check to see that all ingredients and food items required for menu are in stock	100B	69B	96B	100B
48.	Figure cost of recipes used	91C	63D	80C	67C
49.	Check recipes and record needed changes	83C	70D	96C	100C
50.	Develop and/or test new recipes	86C	70D	88D	90D
51.	Check quality or prepared food by tasting and/or smelling	100A	100B	100A	100A
53.	Check that all requisitioned foods were delivered from storeroom	80B	60C	76B	85B
60.	Decide if leftover foods should be saved or discarded	80B	73B	100B	100B
65.	Check sizes of portions served by:				
	a) calculating	60B	xB	70B	xB

Table 44. (continued)

Task number	Task	R[c]	HN	CU	S
72.	Hold menu conference with staff members	91C	80C	88C	86C
109.	Plan schedules for use of equipment	55C	xC	68C	76C
129.	Keep records of amounts of daily food production	91B	53C	92B	86B
134.	Evaluate:				
	a) production procedures	91C	96C	96B	52C
147.	Supervise:				
	e) baker	xB	55B	75B	67B
	f) butcher	xB	xC	xC	-
	g) cook	86B	76B	96B	67A
	h) short order cook	71B	xB	xC	-
	i) assistant cook	74B	66B	78B	xB
	j) cook's helper	74B	72B	83B	71B
	k) kitchen helper	82B	72B	88B	81B
	l) dishwasher	83B	69B	88B	90B
	m) pot washer	66B	62B	78B	81B
	n) porter	xB	xB	xB	-
	o) delivery truck driver	66B	-	xB	xB
	p) receiving clerk	51B	xC	67B	-
	q) storeroom man	60B	xB	75B	-
104.	Administer first aid	85D	xD	84C	xC
105.	Fill out accident reports	71D	77C	76C	xD
106.	Keep written record of accidents	59D	70C	72D	xC
108.	Evaluate safety practices in department	94C	97B	92B	80B
113.	Check cleanliness and appropriateness of dress:				
	b) for others	100B	97B	100A	90B
125.	b) Recommend menu prices and price changes	85C	67C	67D	-
131.	Keep written inventory records:				
	a) for food	89C	63C	92C	95C
	b) for equipment	69C	57D	84D	86D

Table 44. (continued)

Task number	Task	R^c	HN	CU	S
131.	c) for supplies	85C	63C	84C	95C
146.	Train personnel:				
	a) informally	91C	73C	100C	76D
	b) using a planned program	69C	74C	57C	-
150.	Staff meetings:				
	b) attend	83D	92C	88C	70D
151.	Read professional and industry publications as part of job	100C	100C	96C	75C
152.	Attend food service industry:				
	a) workshops	56D	83D	67D	86D
	b) educational meetings	66D	82D	73D	76D
	c) trade shows	67D	79D	64D	68D
153.	Participate in department discussion sessions	82C	100C	92C	67D
154.	Contribute to employee news letter, magazine, etc.	xC	62D	xC	57D

Management tasks As shown in Table 45, all 49 of the management tasks were performed by managers. Managers in restaurants performed 48; hospitals/nursing homes, 44; colleges/universities, 44; and schools, 22. It is of interest to note the management tasks not performed by managers in the various establishments.

As would be expected, managers in all four establishments performed more management tasks than did personnel in each of the other job categories.

Also as would be expected, performance by more than 50 percent of the respondents was greater for managers than for personnel in the other job categories.

According to the responses to the task lists, management tasks were in general performed less frequently than other tasks, by all job categories including managers.

Table 45. Management tasks performed by more than 20 and more than 50 percent[a] of managers, with indication of mean frequency of task performance[b], classified by type of establishment

Task number	Task	R[c]	HN	CU	S
115.	Develop organization chart for the department	68D	80D	76D	-
116.	Calculate number of employees needed	97C	86D	92D	81C
117.	Interview and evaluate job applicants	100C	90C	92D	-
118.	a) Hire new employees	100C	83D	92D	-
	b) Discharge employees	88C	79D	92D	-
122.	Keep written records of each employee's performance as a basis for training, evaluating, and/or promoting	60C	73C	76D	xD
123.	Develop work standards and methods to measure quantity and quality of employee's work	94C	80D	80D	57C
124.	Investigate employees' and patrons' suggestions for improvements and adopt where possible	100C	93C	96C	81C
135.	Establish policies and procedures for department or establishment	91C	86C	100C	xD
142.	Determine layout of facilities	63D	59D	60D	-
143.	Determine decor	71D	63D	60D	-
147.	Supervise:				
	a) assistant manager	70A	70B	xA	xB

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[a] x indicates performance by more than 20 percent of the respondents; percentages are shown when the task is performed by more than 50 percent of the respondents.

[b] A indicates a task performed several times a day; B, once a day or several times a week; C, once a week or several times a month; D, once a month or less.

[c] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 45. (continued)

Task number	Task	R[c]	HN	CU	S
147.	Supervise:				
	b) food production supervisor	62B	60B	63A	-
	c) cook manager or chef	76B	66B	61B	xB
	d) head cook	71B	79B	96B	62A
	s) food service supervisor	xB	66B	61A	-
	t) dining room manager	xA	xB	xB	-
	u) host/hostess	65B	-	xC	-
	v) head waiter/waitress	56B	-	xC	-
125.	a) Determine menu prices and price changes	74C	70C	63C	-
126.	Have responsibility for working within the budget	97B	97B	88B	81B
127.	Keep food cost records	97C	70B	80B	62C
128.	Keep a record of labor costs	94C	77C	79C	62C
136.	Use information from computer for:				
	c) payroll	xC	xC	xC	xD
	d) labor costs	xC	xD	xC	-
	e) food costs	xC	52D	xC	-
138.	Prepare budget estimates	65C	73D	64D	-
139.	Determine need for, and cost of, new equipment	86D	90D	76D	xD
140.	Forecast changes in total food service operation	80D	77D	76D	-
141.	Make recommendations for capital expenditures	77D	77D	60D	-
157.	a) Set up a promotion budget	53D	xD	-	-
	b) Work within a promotion budget	69C	xD	xD	xD
148.	Develop on-the-job training procedures	91C	82D	92C	55C
149.	Arrange for audio-visual training aids	xD	57D	xD	-
150.	Staff meetings:				
	a) conduct	87D	78C	80C	-

Table 45. (continued)

Task number	Task	R^c	HN	CU	S
155.	Keep informed of federal, state, and local legislation as it relates to food service operation	94C	93D	100C	75D
160.	Join various food service organizations	61D	59D	52D	90D
156.	Donate facilities for community meetings	53C	xD	xC	xD
158.	Represent establishment at community meetings	55D	57D	52D	-
159.	Help arrange special community events	xD	xD	xD	-
161.	Publicize your menu and establishment:				
	a) on radio	xC	-	-	xB
	b) in newspapers	70C	-	-	xC
	c) on television	xC	-	-	-
163.	Give talks about:				
	a) food	xC	55D	54D	xD
	b) the food service industry	xC	xD	56D	-
	c) your food service department	xC	60D	63D	xD
164.	Give talks to community groups such as:				
	a) business clubs	-	xD	-	-
	c) student groups or classes	xD	xD	58D	-
	d) food service organizations	xD	xD	xD	-

Discussion

In general, managers performed more tasks than personnel in the other job categories. This was especially evident for the functions of service, menu planning, procurement, supervision, and management. The only exceptions were for the following subclassifications:

Job function	Job category-establishment group in which tasks performed was greater than number performed by managers in the same establishment
Production	Middle-level production - hospitals/nursing homes
	Upper-level production - hospitals/nursing homes
	Middle-level production - colleges/universities
	Upper-level production - colleges/universities
Sanitation/safety	Middle-level service - hospitals/nursing homes
	Middle-level production - hospitals/nursing homes
	Upper-level production - hospitals/nursing homes
	Middle-level production - schools

Performance of tasks by more than 50 percent of the respondents occurred more often for managers. Within the four nonmanager categories, there were exceptions in only 24 of the 91 job category-establishment subclassifications, and these were within the functions of service, production, and sanitation/safety.

The 20 tasks performed only by managers are listed below by number. The task can be determined by reference to the preceding tables.

Job function	Task number
Service	--
Production	--
Sanitation/safety	98k
Menu planning	136b
Procurement	136a
Supervision	147n, 147y
Management	136a, 136d, 142, 143, 147a, 147t, 149, 156, 157a, 158, 159, 161c, 163b, 164a, 164d

The tasks performed by managers and the substantial proportion of managers who responded affirmatively to the tasks in the functions of menu planning, procurement, supervision, and management is not surprising. The participation by managers in service, production, and sanitation/safety tasks is no doubt unexpected, particularly to individuals who are not familiar with the operation of many food service establishments.

It is of interest to compare frequency of performance between managers and other personnel, especially in the areas of service, production, sanitation/safety, and supervision. In general, managers performed service, production, and sanitation/safety tasks less frequently than personnel in the other four job categories. For upper-level service and production employees who performed a considerable number of supervision tasks (although not as many as managers), the frequency of performance of supervision tasks was similar.

Consideration of reasons for or the desirability of the pattern of task performance of managers as compared to those of personnel in the other four job categories, is beyond the scope of the present study. As has been discussed in the introduction to this section on performance of tasks by managers, a more comprehensive study of tasks of managers is needed before findings can be presented as a basis for curriculum planning.

In the present research a task was defined as a logically related set of observable actions that contribute to a job objective. In further study of managers a somewhat different basis for analysis may need to be developed and variables in addition to those considered in the present study will need to be introduced.

SUMMARY

A study was made to obtain data for curriculum development for food service education programs planned for less than a baccalaureate degree. This study, conducted in the Institution Management Department, Iowa State University, was part of a project in cooperation with the Department of Home Economics Education at the University and was sponsored by the Iowa Department of Public Instruction.

Performance of tasks related to the job functions of service, production, sanitation/safety, menu planning, procurement, supervision, and management by full-time personnel in five job categories was studied. The job categories identified were middle-level service, upper-level service, middle-level production, upper-level production, and manager. Data were collected in four types of establishments: restaurants, hospitals/nursing homes, colleges/universities, and schools. Beginning-level job categories were not studied.

Data collection instruments used in three aspects of the project were developed and pretested:

1. One list of tasks typical of those tasks performed by all types of food service industry personnel, including managers (324 tasks)
2. One questionnaire for managers (for background information about the establishment and manager)
3. One questionnaire for employees (for background information about the employee).

In the selection of food service establishments, it was assumed that the location of food service industry establishments within Iowa would not affect the task performance of personnel.

Data were collected (October 1972 through January 1973) from seven of the larger metropolitan areas in Iowa. Areas selected were Cedar Rapids, Davenport, Des Moines, Grinnell/Ottumwa, Iowa City, and Waterloo/Cedar Falls.

Selection criteria for the establishments were these:

1. A minimum of 100 persons served at the busiest meal
2. In addition, for restaurants, a minimal annual gross sales of $100,000, with 50 percent or less of sales from liquor
3. For hospitals and nursing homes, in order to meet the selection criterion of 100 meals, bed size, initially set at 70 beds, was increased to 90.

In establishments where management was willing to participate, and where the selection criteria were met, data were collected through personal interview with the managers, who then distributed task lists and questionnaires to one full-time employee in each of the four job categories that was represented in the establishment. Managers were also asked to complete a task list, and to see that all task lists were returned to the Institution Management Department, Iowa State University.

For the five job categories studied in the present research, the number of task lists analyzed for each job category was as follows:

Middle-level service	50
Upper-level service	36
Middle-level production	91
Upper-level production	51

Manager	111
Total	339

The task lists represented personnel from 32 restaurants, 34 hospitals/nursing homes, 23 colleges/universities, and 21 schools.

Tasks that were not performed by at least one job category of personnel, in at least one type of establishment, were dropped from the study. Tasks performed by 20 percent or less of the personnel in a job category-establishment classification were considered not to be performed in that classification.

Performance of tasks by middle-level service, upper-level service, middle-level production, and upper-level production personnel in the four types of food service establishments is summarized in Tables 35 and 36. Of the four job categories, schools had personnel only in the middle-level production category in sufficient numbers to be included in the analysis. The total number of tasks retained in the study was 321[1]. The total number performed by personnel in each job category is shown below; the total number performed by personnel in the four job categories was 301.

Middle-level service	165
Upper-level service	238
Middle-level production	209
Upper-level production	282

Middle-level service personnel performed many service tasks, 46 of the 50 tasks. More service tasks were performed in restaurants than in hospitals/nursing homes or colleges/universities. Many of the tasks were performed by a high proportion of respondents in this category. More production tasks were performed by this category than might be expected; a total of 44 of the 63 production tasks were performed by the middle-level service personnel. There was considerable difference among establishments; college/university personnel performed many more production tasks than did middle-level service personnel in either restaurants or hospitals/nursing homes. College/university personnel operated more pieces of equipment and prepared more food items. The same type of distribution of task performance existed among establishments in relation to performance of sanitation/safety tasks. College/universities performed more than either of the other two types of establishments. The middle-level service group as a whole performed 31 of the 39 tasks.

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[1] The 324 tasks on the data collection instrument were considered by the researchers to be a good sampling of tasks performed in the food service industry rather than a listing of all tasks.

Middle-level service personnel performed relatively few of the tasks related to menu planning, procurement, and management functions. Although the lowest number of supervisory tasks was performed by this job category, there were many supervisory tasks included in their work, 38 of 90. The study was made only of full-time employees, and it is known that many part-time personnel were employed. Some of the supervision tasks may have involved supervising part-time personnel as well as beginning-level personnel.

For the menu planning and procurement functions, the tasks performed by middle-level service personnel were related rather than actual menu planning and procurement tasks. Only one menu planning task, a related task, was performed by this category of personnel, and then only in colleges/universities. The procurement tasks performed involved receiving and storage. The supervision tasks performed were mainly concerned with the quality or quantity of foods served, or with employee training. Only two management tasks were performed by middle-level service personnel and those were by restaurant personnel.

Upper-level service personnel performed all 50 of the service tasks; usually more than 50 percent of the respondents indicated performance. Performance of production and sanitation/safety tasks was similar to that indicated by middle-level service personnel, with one difference: upper-level college/university personnel performed considerably fewer production tasks, specifically, preparation of food items, than did middle-level college/university personnel.

Personnel in the upper-level service category performed eight of nine menu planning tasks, but these tasks were performed by a smaller proportion of the upper-level service than by upper-level production personnel, and only in hospitals/nursing homes did the upper-level service personnel perform eight menu planning tasks. Restaurants and colleges/universities performed four and one respectively. Upper-level service personnel performed fewer procurement tasks than did upper-level production personnel, 12 of 21 tasks. Performance of procurement tasks mainly involved those concerned with estimating requirements and with receiving. Of 90 supervision tasks, 81 were performed. Performance of supervision tasks was similar for this category and upper-level production personnel. Of 49 management tasks, 21 were performed. Fewer of these tasks were performed by upper-level service than by upper-level production personnel.

Middle-level production personnel did not perform as many service tasks as did service personnel, 36 of 50. Hospital/nursing home personnel performed the most service tasks in this job category. Middle-level production personnel performed more production tasks, 62 of the 63 tasks, than did service personnel, hospital/nursing home personnel again performing the most tasks. Probably school personnel performed fewer production tasks because they have a more limited menu. Middle-level production personnel performed more sanitation/safety tasks than did their counterparts in the middle-level service category, 36 of 39.

Although middle-level production personnel performed seven of the nine menu planning tasks and six of the 21 procurement tasks, a much lower proportion of middle-level production personnel performed the tasks than was the case for upper-level production. Of the 90 supervision tasks, 57 were performed by middle-level production personnel. In addition, a relatively high proportion of them performed supervision tasks, especially those tasks concerned with controlling quantity and quality in food, and with supervising and training employees.

Upper-level production personnel, as a group, performed the largest total number of tasks of any of the four categories. All of the 63 production tasks were performed, and most of the tasks related to other job functions, except management, were performed. Although more management tasks were performed by upper-level production personnel than by personnel in the three other job categories, only 30 of the 49 management tasks were included. In general, the task performance was similar for personnel in the three types of establishments, except that fewer management tasks were performed by college/university personnel in this category than in the other two types of establishments.

Frequency of performance of tasks was reported in order to give a picture of what the content of a specific job may be. Frequency of performance is not an indication of the importance of a task or the level of skill involved. In general, service, production, sanitation/safety, and supervision tasks were performed more frequently than menu planning, procurement, and management tasks. Many tasks, especially service and sanitation/safety tasks, were performed several times a day.

There was considerable commonality of performance of tasks among the four job categories and establishments. Of the 301 tasks performed, 39 were common to all job categories and all four types of establishments (four job categories in restaurants, hospitals/nursing homes, and colleges/universities, and one job category in schools).

Many of the same tasks were common to the different types of establishments. One hundred and thirty-nine tasks were common to all four types of establishments, 100 to three, and 37 to two. Only 25 tasks were unique to one type of establishment. If the tasks performed by beginning-level and part-time personnel and managers were considered, the commonality of tasks among establishments would be greater than indicated by the above findings.

Within job categories, there was, however, evidence of differences in the pattern of tasks among the types of establishments, both in tasks performed and percent of personnel performing them. This is evident by inspection of Table 35. Also evident were the differences among job categories.

The models of task performance for the four job categories may or may not be optimum from either the standpoint of the employers or the employees, but they provide a base for programs of vocational education and career choice at the present time. The educator and the food service manager can consider to what extent tasks can be learned apart from a specific employment situation and what aspects must be acquired on the job in the place of employment. The findings from the study of middle-level service, upper-level service, middle-level production, and upper-level production personnel provide a basis for the subsequent steps in curriculum planning.

Food service personnel below the level of manager were classified in six job categories:

Upper-level service	Upper-level production
Middle-level service	Middle-level production
Beginning-level service	Beginning-level production

Of these categories, task analyses were completed for four categories at the middle and upper levels.

Managers from whom task lists were received were not, however, classified according to the level of management responsibility. The extent of the managers' responsibility and authority varied considerably, from routine tasks with many of the aspects of management performed at a higher level, to top management responsibility and authority. It was recognized when the research was planned, that it was beyond the scope of the present study to make a sufficiently detailed analysis of tasks and responsibilities of various levels of management personnel to differentiate adequately the tasks of these personnel. This analysis will necessitate further study.

The present study did, however, provide an opportunity to determine to what extent the managers performed tasks performed by other food service personnel. These findings also provide a basis for future study.

In general, the present study:

1. Identified job tasks performed by defined categories of full-time personnel in restaurants, hospitals/nursing homes, colleges/ universities, and schools in Iowa;
2. Demonstrated commonality and uniqueness in performance of job tasks in job categories within and among type of establishments; and
3. Showed probable changes in job task combinations with lateral or vertical progression of personnel within or among types of establishments.

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APPENDIX A: DATA COLLECTION INSTRUMENTS AND SUPPORTING MATERIALS

(Samples of letters requesting participation
(Survey information sheet
(Manager questionnaires
(Introduction to employee questionnaire
(Employee questionnaire
(Task list
(Follow-up letter
(Letter of appreciation

IOWA STATE
UNIVERSITY

Department of Institution Management
11E MacKay Hall
Ames, Iowa 50010

Telephone: 515-294-1730

May we ask for your cooperation in an Iowa State University study of food service jobs as they are performed in university food service departments? We would appreciate the opportunity to meet and talk with your food service manager, and hope this meets with your approval.

Enclosed is a sheet which provides information about our study. Will you please forward it to the manager of your university food service?

Thank you for your assistance.

Very truly yours,

Marjorie M. McKinley

Marjorie M. McKinley
Head of Department

MMM:ap

Enc.

IOWA STATE
UNIVERSITY

Department of Institution Management
11E MacKay Hall
Ames, Iowa 50010

Telephone: 515-294-1730

SURVEY OF FOOD SERVICE INDUSTRY JOB TASKS

Your HELP is needed!

WHO? The Institution Management Department, Iowa State University, is conducting a survey in food service establishments.

WHY? To provide information for teachers of vocational education programs designed for students who plan to work in the food service industry.

To help provide the type of training and education you want food service employees to have.

HOW? We NEED you to give us the information that will help give a detailed picture of selected food service industry jobs.

This will take about one half-hour of your time.

WHEN? Within the next two weeks, a graduate assistant will be calling on you. We shall be most grateful for your assistance and help in this project.

THANK YOU!

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

RESTAURANT MANAGER QUESTIONNAIRE

THE INFORMATION YOU GIVE WILL REMAIN CONFIDENTIAL.

Interviewer ______________________ City ______________________

Interviewee's Name ______________________ Title ______________

Name of Establishment ______________________________________

Address ____

Telephone No. Area Code ______ ____________________ Number

1. WHAT IS THE PREDOMINANT TYPE OF SERVICE IN THIS RESTAURANT

   TABLE OR BOOTH____ COUNTER____ WINDOW____ BUFFET____

   CAFETERIA____ OTHER____ ______________________________

2. NUMBER OF HOURS OPEN FOR SERVICE PER DAY __________

3. NUMBER OF HOURS OPEN FOR SERVICE PER WEEK __________

4. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE LUNCH PERIOD __________

5. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE DINNER PERIOD __________

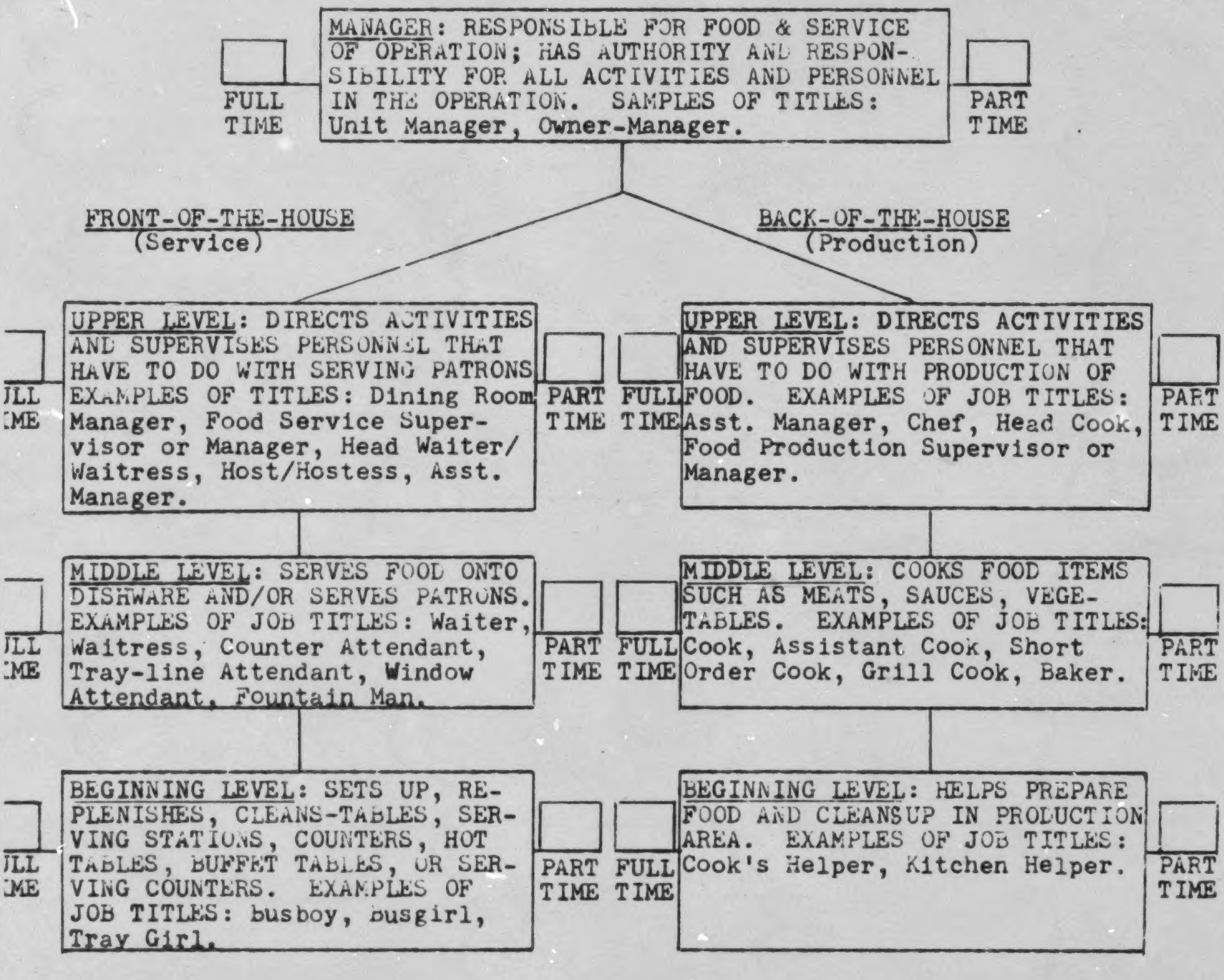
6. IN ORDER TO CLASSIFY ESTABLISHMENTS BY SIZE, WE ARE INTERESTED IN KNOWING YOUR APPROXIMATE TOTAL SALES VOLUME IN 1971. PLEASE READ THESE FIGURES AND INDICATE ONLY BY LETTER THE RANGE OF YOUR GROSS SALES VOLUME

   A) LESS THAN $50,000 ______
   B) $50,000 - $99,999 ______
   C) $100,000 - $199,999 ______
   D) $200,000 - $499,999 ______
   E) $500,000 or more ______

APPROXIMATELY WHAT PERCENT OF YOUR GROSS SALES COMES FROM THE SALE OF BEER OR OTHER ALCOHOLIC BEVERAGES __________%

7. SINCE THERE ARE MANY JOB TITLES IN THE FOOD SERVICE INDUSTRY, WE HAVE CATEGORIZED JOBS INTO GROUPS ACCORDING TO THE SKILL AND RESPONSIBILITY REQUIRED OF THE EMPLOYEE.

THE JOB CATEGORIES ARE DIAGRAMMED IN THE CHART BELOW.
HOW MANY FULL-TIME EMPLOYEES DO YOU HAVE IN EACH CATEGORY?
HOW MANY PART-TIME EMPLOYEES IN EACH CATEGORY?
(IF AN EMPLOYEE MIGHT FALL IN TWO CATEGORIES, GROUP THAT EMPLOYEE ACCORDING TO HIS/HER PRIMARY RESPONSIBILITY.)



MANAGER: RESPONSIBLE FOR FOOD & SERVICE OF OPERATION; HAS AUTHORITY AND RESPONSIBILITY FOR ALL ACTIVITIES AND PERSONNEL IN THE OPERATION. SAMPLES OF TITLES: Unit Manager, Owner-Manager.

FRONT-OF-THE-HOUSE (Service)

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH SERVING PATRONS EXAMPLES OF TITLES: Dining Room Manager, Food Service Supervisor or Manager, Head Waiter/Waitress, Host/Hostess, Asst. Manager.

MIDDLE LEVEL: SERVES FOOD ONTO DISHWARE AND/OR SERVES PATRONS. EXAMPLES OF JOB TITLES: Waiter, Waitress, Counter Attendant, Tray-line Attendant, Window Attendant, Fountain Man.

BEGINNING LEVEL: SETS UP, REPLENISHES, CLEANS-TABLES, SERVING STATIONS, COUNTERS, HOT TABLES, BUFFET TABLES, OR SERVING COUNTERS. EXAMPLES OF JOB TITLES: Busboy, Busgirl, Tray Girl.

BACK-OF-THE-HOUSE (Production)

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH PRODUCTION OF FOOD. EXAMPLES OF JOB TITLES: Asst. Manager, Chef, Head Cook, Food Production Supervisor or Manager.

MIDDLE LEVEL: COOKS FOOD ITEMS SUCH AS MEATS, SAUCES, VEGETABLES. EXAMPLES OF JOB TITLES: Cook, Assistant Cook, Short Order Cook, Grill Cook, Baker.

BEGINNING LEVEL: HELPS PREPARE FOOD AND CLEANSUP IN PRODUCTION AREA. EXAMPLES OF JOB TITLES: Cook's Helper, Kitchen Helper.

8. HOW MANY PEOPLE WERE EMPLOYED LAST WEEK

A) FULL-TIME ______ B) PART-TIME ______

C) WHAT ARE THE MINIMUM HOURS PER WEEK THAT CONSTITUTE FULL-TIME EMPLOYMENT ____________

D) WHAT IS THE RANGE OF HOURS PER WEEK FOR PART-TIME EMPLOYMENT ____________ TO ____________

9. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR POST HIGH SCHOOL COOK TRAINING PROGRAM

COOK____ ASSISTANT COOK____ GRILL COOK____ COOK'S HELPER____

OTHER____ ____

10. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR HIGH SCHOOL FOOD SERVICE TRAINING PROGRAM

WAITRESS____ BUSGIRL____ OTHER____ ____________________________

11. WHAT LEVEL OF EDUCATION DO YOU FEEL IS DESIRABLE FOR A PERSON IN YOUR POSITION

GRADE 8, 9, 10, 11, 12

VOCATIONAL SCHOOL 1 YEAR, 2 YEARS

COLLEGE OR UNIVERSITY 1, 2, 3, 4 YEARS

OTHER ____

12. WOULD YOU LIKE TO SEE A WRITTEN REPORT OF THE SURVEY YES___

NO ___

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

HOSPITALS AND NURSING HOMES
FOOD SERVICE MANAGER QUESTIONNAIRE

THE INFORMATION YOU GIVE WILL REMAIN CONFIDENTIAL.

Interviewer ____________________ City ____________________

Interviewee's Name ____________________ Title ______________

Name of Establishment ____

Address ____

Telephone No. Area Code _____ ___________________ Number

1. A) WHAT TYPE OF MEAL SERVICE DO YOU PROVIDE FOR PATIENTS

1) DINING ROOM, TABLE SERVICE _____

2) DINING ROOM, CAFETERIA SERVICE _____

3) TRAY SERVICE TO ROOMS _____

B) WHAT TYPE OF MEAL SERVICE DO YOU PROVIDE FOR STAFF, EMPLOYEES, AND VISITORS

1) CAFETERIA _____ 3) VENDING _____

2) DINING ROOM TABLE SERVICE _____ 4) NONE _____

2. NUMBER OF HOURS OPEN FOR SERVICE PER DAY __________

3. NUMBER OF SERVICE DAYS PER WEEK FOR

A) PATIENTS _______ B) STAFF _______ C) VISITORS _______

4. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE LUNCH PERIOD ________

5. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE DINNER PERIOD ________

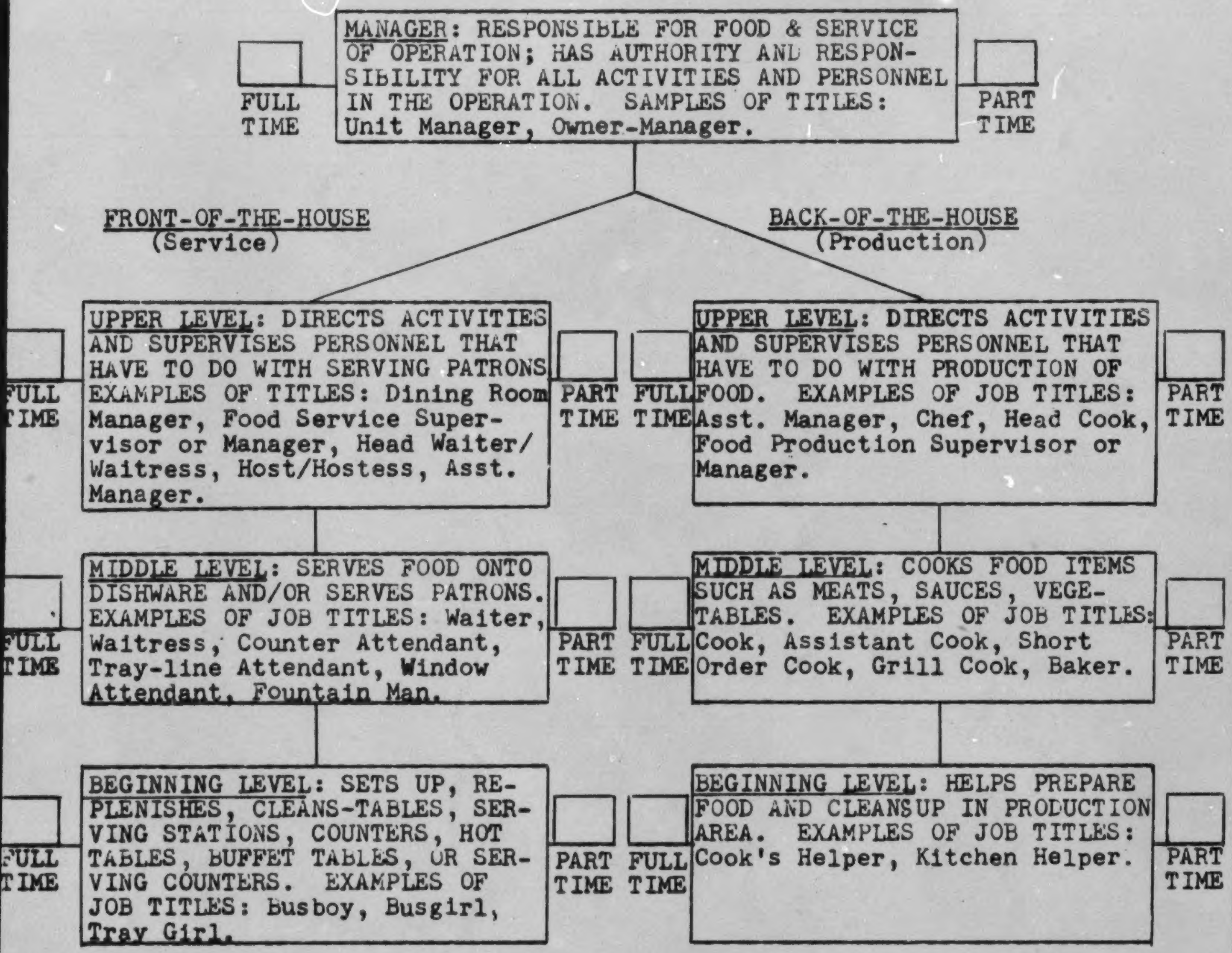
6. A) APPROXIMATELY HOW MANY MEALS DO YOU PREPARE DAILY ________

B) WHAT IS THE BED CAPACITY OF THIS INSTITUTION ________

C) WHAT IS THE OCCUPANCY RATE ________

7. SINCE THERE ARE MANY JOB TITLES IN THE FOOD SERVICE INDUSTRY, WE HAVE CATEGORIZED JOBS INTO GROUPS ACCORDING TO THE SKILL AND RESPONSIBILITY REQUIRED OF THE EMPLOYEE.

THE JOB CATEGORIES ARE DIAGRAMMED IN THE CHART BELOW. HOW MANY FULL-TIME EMPLOYEES DO YOU HAVE IN EACH CATEGORY? HOW MANY PART-TIME EMPLOYEES IN EACH CATEGORY? (IF AN EMPLOYEE MIGHT FALL IN TWO CATEGORIES, GROUP THAT EMPLOYEE ACCORDING TO HIS/HER PRIMARY RESPONSIBILITY.)



☐ FULL TIME

MANAGER: RESPONSIBLE FOR FOOD & SERVICE OF OPERATION; HAS AUTHORITY AND RESPONSIBILITY FOR ALL ACTIVITIES AND PERSONNEL IN THE OPERATION. SAMPLES OF TITLES: Unit Manager, Owner-Manager.

☐ PART TIME

FRONT-OF-THE-HOUSE
(Service)

☐ FULL TIME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH SERVING PATRONS EXAMPLES OF TITLES: Dining Room Manager, Food Service Supervisor or Manager, Head Waiter/Waitress, Host/Hostess, Asst. Manager.

☐ PART TIME

☐ FULL TIME

MIDDLE LEVEL: SERVES FOOD ONTO DISHWARE AND/OR SERVES PATRONS. EXAMPLES OF JOB TITLES: Waiter, Waitress, Counter Attendant, Tray-line Attendant, Window Attendant, Fountain Man.

☐ PART TIME

☐ FULL TIME

BEGINNING LEVEL: SETS UP, REPLENISHES, CLEANS-TABLES, SERVING STATIONS, COUNTERS, HOT TABLES, BUFFET TABLES, OR SERVING COUNTERS. EXAMPLES OF JOB TITLES: Busboy, Busgirl, Tray Girl.

☐ PART TIME

BACK-OF-THE-HOUSE
(Production)

☐ FULL TIME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH PRODUCTION OF FOOD. EXAMPLES OF JOB TITLES: Asst. Manager, Chef, Head Cook, Food Production Supervisor or Manager.

☐ PART TIME

☐ FULL TIME

MIDDLE LEVEL: COOKS FOOD ITEMS SUCH AS MEATS, SAUCES, VEGETABLES. EXAMPLES OF JOB TITLES: Cook, Assistant Cook, Short Order Cook, Grill Cook, Baker.

☐ PART TIME

☐ FULL TIME

BEGINNING LEVEL: HELPS PREPARE FOOD AND CLEANSUP IN PRODUCTION AREA. EXAMPLES OF JOB TITLES: Cook's Helper, Kitchen Helper.

☐ PART TIME

8. HOW MANY PEOPLE WERE EMPLOYED LAST WEEK

A) FULL-TIME ______ B) PART-TIME ______

C) WHAT ARE THE MINIMUM HOURS PER WEEK THAT CONSTITUTE FULL-TIME EMPLOYMENT ____________

D) WHAT IS THE RANGE OF HOURS PER WEEK FOR PART-TIME EMPLOYMENT ____________ TO ____________

9. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR POST HIGH SCHOOL COOK TRAINING PROGRAM

COOK____ ASSISTANT COOK____ GRILL COOK____ COOK'S HELPER____

OTHER____ ____

10. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR HIGH SCHOOL FOOD SERVICE TRAINING PROGRAM

WAITRESS____ BUSGIRL____ OTHER____ ____________________________

11. WHAT LEVEL OF EDUCATION DO YOU FEEL IS DESIRABLE FOR A PERSON IN YOUR POSITION

GRADE 8, 9, 10, 11, 12

VOCATIONAL SCHOOL 1 YEAR, 2 YEARS

COLLEGE OR UNIVERSITY 1, 2, 3, 4 YEARS

OTHER ____

12. WOULD YOU LIKE TO SEE A WRITTEN REPORT OF THE SURVEY YES___

NO ___

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

COLLEGE AND UNIVERSITY
FOOD SERVICE MANAGER QUESTIONNAIRE

THE INFORMATION YOU GIVE WILL REMAIN CONFIDENTIAL.

Interviewer ____________________ City ____________________

Interviewee's Name ____________________ Title ______________

Name of Establishment ______________________________________

Address ____

Telephone No. Area Code _____ ____________________ Number

1. WHAT IS THE PREDOMINANT TYPE OF FOOD SERVICE IN THIS ESTABLISHMENT

   A) CAFETERIA _____ B) DINING ROOM TABLE SERVICE _____

2. NUMBER OF SERVICE HOURS PER DAY ________

3. NUMBER OF SERVICE DAYS PER WEEK ________

4. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE LUNCH PERIOD ________

5. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE DURING THE DINNER PERIOD ________

7. SINCE THERE ARE MANY JOB TITLES IN THE FOOD SERVICE INDUSTRY, WE HAVE CATEGORIZED JOBS INTO GROUPS ACCORDING TO THE SKILL AND RESPONSIBILITY REQUIRED OF THE EMPLOYEE.

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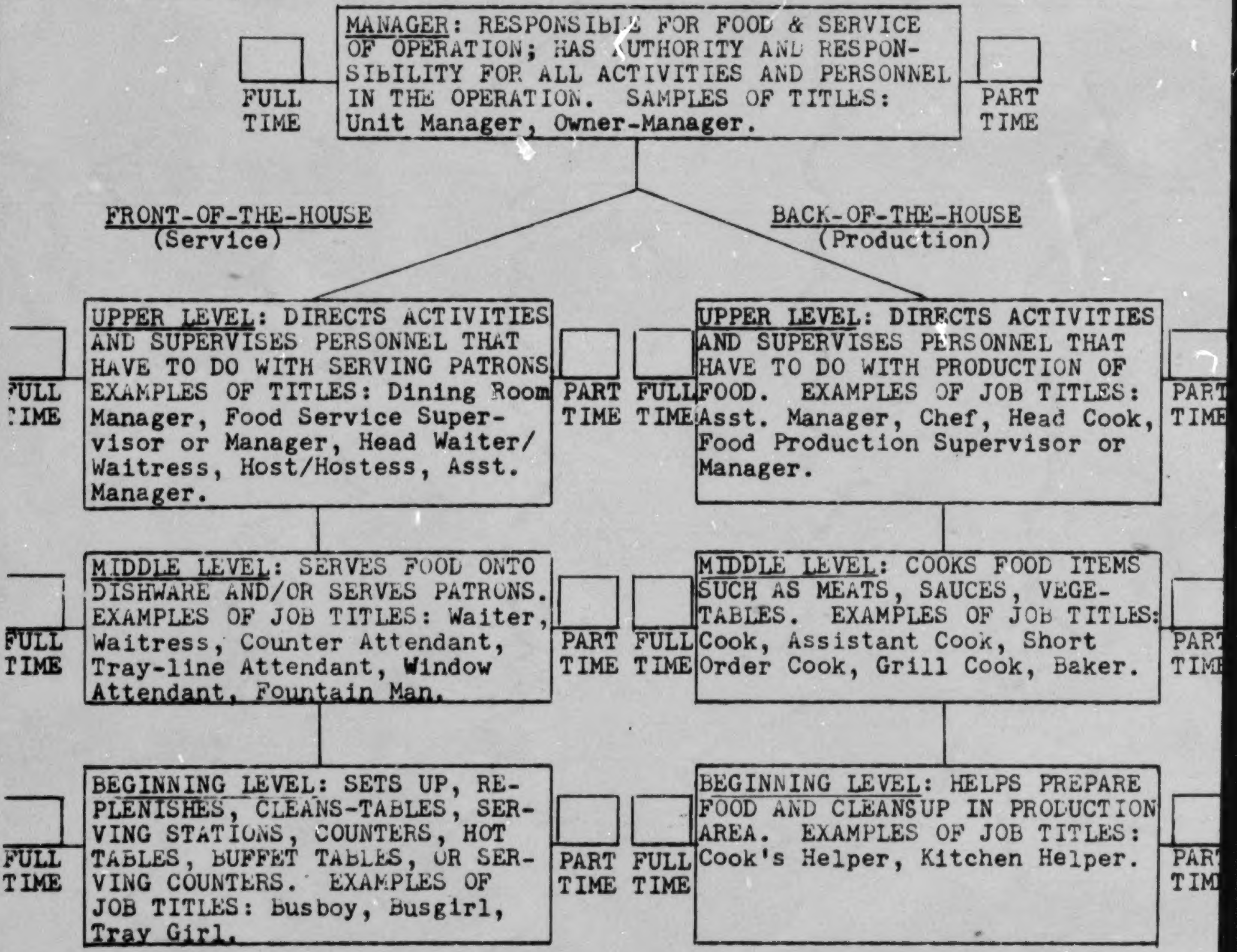

☐ FULL TIME

MANAGER: RESPONSIBLE FOR FOOD & SERVICE OF OPERATION; HAS AUTHORITY AND RESPONSIBILITY FOR ALL ACTIVITIES AND PERSONNEL IN THE OPERATION. SAMPLES OF TITLES: Unit Manager, Owner-Manager.

☐ PART TIME

FRONT-OF-THE-HOUSE (Service)

☐ FULL TIME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH SERVING PATRONS. EXAMPLES OF TITLES: Dining Room Manager, Food Service Supervisor or Manager, Head Waiter/Waitress, Host/Hostess, Asst. Manager.

☐ PART TIME

☐ FULL TIME

MIDDLE LEVEL: SERVES FOOD ONTO DISHWARE AND/OR SERVES PATRONS. EXAMPLES OF JOB TITLES: Waiter, Waitress, Counter Attendant, Tray-line Attendant, Window Attendant, Fountain Man.

☐ PART TIME

☐ FULL TIME

BEGINNING LEVEL: SETS UP, REPLENISHES, CLEANS-TABLES, SERVING STATIONS, COUNTERS, HOT TABLES, BUFFET TABLES, OR SERVING COUNTERS. EXAMPLES OF JOB TITLES: Busboy, Busgirl, Tray Girl.

☐ PART TIME

BACK-OF-THE-HOUSE (Production)

☐ FULL TIME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH PRODUCTION OF FOOD. EXAMPLES OF JOB TITLES: Asst. Manager, Chef, Head Cook, Food Production Supervisor or Manager.

☐ PART TIME

☐ FULL TIME

MIDDLE LEVEL: COOKS FOOD ITEMS SUCH AS MEATS, SAUCES, VEGETABLES. EXAMPLES OF JOB TITLES: Cook, Assistant Cook, Short Order Cook, Grill Cook, Baker.

☐ PART TIME

☐ FULL TIME

BEGINNING LEVEL: HELPS PREPARE FOOD AND CLEANSUP IN PRODUCTION AREA. EXAMPLES OF JOB TITLES: Cook's Helper, Kitchen Helper.

☐ PART TIME

8. HOW MANY PEOPLE WERE EMPLOYED LAST WEEK

A) FULL-TIME _____ B) PART-TIME _____

C) WHAT ARE THE MINIMUM HOURS PER WEEK THAT CONSTITUTE FULL-TIME EMPLOYMENT __________

D) WHAT IS THE RANGE OF HOURS PER WEEK FOR PART-TIME EMPLOYMENT __________ TO __________

9. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR POST HIGH SCHOOL COOK TRAINING PROGRAM

COOK____ ASSISTANT COOK____ GRILL COOK____ COOK'S HELPER____

OTHER____ ______________________________

10. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR HIGH SCHOOL FOOD SERVICE TRAINING PROGRAM

WAITRESS____ BUSGIRL____ OTHER____ ______________________

11. WHAT LEVEL OF EDUCATION DO YOU FEEL IS DESIRABLE FOR A PERSON IN YOUR POSITION

GRADE 8, 9, 10, 11, 12

VOCATIONAL SCHOOL 1 YEAR, 2 YEARS

COLLEGE OR UNIVERSITY 1, 2, 3, 4 YEARS

OTHER ______________________________

12. WOULD YOU LIKE TO SEE A WRITTEN REPORT OF THE SURVEY YES___

NO ___

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

SCHOOL FOOD SERVICE MANAGER
QUESTIONNAIRE

THE INFORMATION YOU GIVE WILL REMAIN CONFIDENTIAL.

Interviewer ______________________ City ______________________

Interviewee's Name ______________________ Title ______________

Name of Establishment ______________________________________

Address ____

Telephone No. Area Code ______ ____________________ Number

1. No question

2. WHAT IS THE NUMBER OF SERVING HOURS AT NOON ________

3. WHAT IS THE NUMBER OF SERVING DAYS PER YEAR ________

4. ON THE AVERAGE, HOW MANY PEOPLE DO YOU SERVE IN THIS SCHOOL DURING THE NOON PERIOD ________

5. No question

6. A) HOW MANY NOON MEALS DO YOU PREPARE DAILY ________

   B) DO YOU PREPARE MEALS FOR OTHER SCHOOLS YES ____ NO ____

   IF YES, 1) FOR HOW MANY SCHOOLS ________

   2) WHAT PROPORTION OF THE FOOD YOU PREPARE IS SENT TO OTHER SCHOOLS ________

7. SINCE THERE ARE MANY JOB TITLES IN THE FOOD SERVICE INDUSTRY, WE HAVE CATEGORIZED JOBS INTO GROUPS ACCORDING TO THE SKILL AND RESPONSIBILITY REQUIRED OF THE EMPLOYEE.

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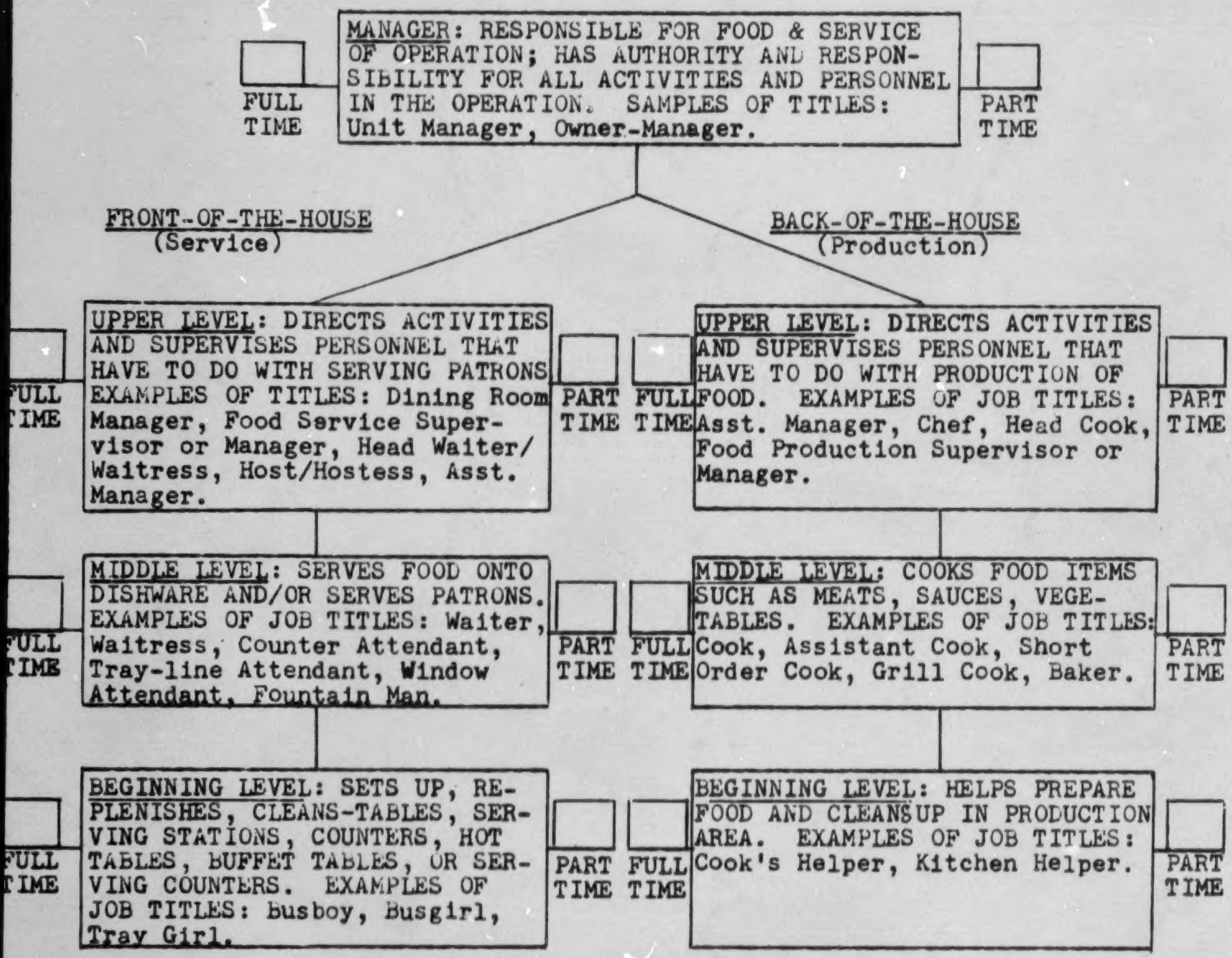


☐ FULL TIME

MANAGER: RESPONSIBLE FOR FOOD & SERVICE OF OPERATION; HAS AUTHORITY AND RESPONSIBILITY FOR ALL ACTIVITIES AND PERSONNEL IN THE OPERATION. SAMPLES OF TITLES: Unit Manager, Owner-Manager.

☐ PART TIME

FRONT-OF-THE-HOUSE (Service)

☐ ULL IME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH SERVING PATRONS EXAMPLES OF TITLES: Dining Room Manager, Food Service Supervisor or Manager, Head Waiter/Waitress, Host/Hostess, Asst. Manager.

☐ PART TIME

☐ ULL IME

MIDDLE LEVEL: SERVES FOOD ONTO DISHWARE AND/OR SERVES PATRONS. EXAMPLES OF JOB TITLES: Waiter, Waitress, Counter Attendant, Tray-line Attendant, Window Attendant, Fountain Man.

☐ PART TIME

☐ ULL IME

BEGINNING LEVEL: SETS UP, REPLENISHES, CLEANS-TABLES, SERVING STATIONS, COUNTERS, HOT TABLES, BUFFET TABLES, OR SERVING COUNTERS. EXAMPLES OF JOB TITLES: Busboy, Busgirl, Tray Girl.

☐ PART TIME

BACK-OF-THE-HOUSE (Production)

☐ FULL TIME

UPPER LEVEL: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH PRODUCTION OF FOOD. EXAMPLES OF JOB TITLES: Asst. Manager, Chef, Head Cook, Food Production Supervisor or Manager.

☐ PART TIME

☐ FULL TIME

MIDDLE LEVEL: COOKS FOOD ITEMS SUCH AS MEATS, SAUCES, VEGETABLES. EXAMPLES OF JOB TITLES: Cook, Assistant Cook, Short Order Cook, Grill Cook, Baker.

☐ PART TIME

☐ FULL TIME

BEGINNING LEVEL: HELPS PREPARE FOOD AND CLEANSUP IN PRODUCTION AREA. EXAMPLES OF JOB TITLES: Cook's Helper, Kitchen Helper.

☐ PART TIME

8. HOW MANY PEOPLE WERE EMPLOYED LAST WEEK

A) FULL-TIME _____ B) PART-TIME _____

C) WHAT ARE THE MINIMUM HOURS PER WEEK THAT CONSTITUTE FULL-TIME EMPLOYMENT __________

D) WHAT IS THE RANGE OF HOURS PER WEEK FOR PART-TIME EMPLOYMENT __________ TO __________

9. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR POST HIGH SCHOOL COOK TRAINING PROGRAM

COOK____ ASSISTANT COOK____ GRILL COOK____ COOK'S HELPER____

OTHER____ ____

10. FOR WHAT JOB TITLE WOULD YOU HIRE A RECENT GRADUATE OF A ONE-YEAR HIGH SCHOOL FOOD SERVICE TRAINING PROGRAM

WAITRESS____ BUSGIRL____ OTHER____ ______________________

11. WHAT LEVEL OF EDUCATION DO YOU FEEL IS DESIRABLE FOR A PERSON IN YOUR POSITION

GRADE 8, 9, 10, 11, 12

VOCATIONAL SCHOOL 1 YEAR, 2 YEARS

COLLEGE OR UNIVERSITY 1, 2, 3, 4 YEARS

OTHER ____

12. WOULD YOU LIKE TO SEE A WRITTEN REPORT OF THE SURVEY YES___

NO ___

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

INTRODUCTION TO
EMPLOYEE QUESTIONNAIRE

The Institution Management Department at Iowa State University is surveying food service establishments in Iowa. The information will be used to help vocational teachers prepare students who hope to work in the food service industry.

We need your help.

First, will you please answer the questions on the attached page. The information you give will remain confidential.

THANK YOU FOR YOUR HELP.

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

FOOD SERVICE EMPLOYEE
QUESTIONNAIRE

THE INFORMATION YOU GIVE WILL REMAIN CONFIDENTIAL.

1. Name of establishment ______________________________

2. Name of your present job (job title) ____________________

3. How long have you worked in the food service industry ________

   In your present job ________

4. Please describe your job, and the tasks you perform in doing your job.

5. What are the four most important tasks you do in your job

   (1)______________________________
   (2)______________________________
   (3)______________________________
   (4)______________________________

6. Which tasks take the most time

   (1)______________________________
   (2)______________________________
   (3)______________________________
   (4)______________________________

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY
JOB TASKS

INTRODUCTION TO TASK LIST

The next pages contain lists of tasks. Tasks are the activities that make up one person's job. They are all the things a person does in performing his job.

Please read each task and put a check in the column that best describes how often you do that task. If you never do the task, check never. Please respond to each task.

Note: patrons are all those who eat foods prepared by a given food service operation. You may also think of patrons as customers, students, patients, guests, or staff.

THANK YOU FOR YOUR HELP.

INSTITUTION MANAGEMENT DEPARTMENT
IOWA STATE UNIVERSITY AMES, IOWA
SURVEY OF FOOD SERVICE INDUSTRY JOB TASKS, 1972

HOW OFTEN DO YOU PERFORM THIS TASK?

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
1. Set tables					
2. Greet patrons and show them to seats					
3. Present menu to patrons					
4. Answer patrons' questions regarding menu choices and food preparation					
5. Take patrons' orders according to given procedures					
6. Relay patrons' orders to kitchen					
7. Serve food, beverages, and condiments to patrons					
8. Give menu substitutions, second helpings, or special diet items					
9. Replenish coffee, water, rolls, and butter					
10. Ask patrons served how they enjoyed meal					
11. Present bill to patrons					
12. Accept payment from patrons (cash, meal ticket, cards, etc.					
13. Take dining room reservations					
14. Make and confirm arrangements for catered or special events					
15. Replenish foods in serving counters, hot food tables, etc.					
16. Request replenishment of foods for food serving stations (hot tables, serving counters, etc.)					
17. Arrange food and beverages in an attractive manner (e.g. cafeteria counter, buffet table, dessert tray)					
18. Check that foods are attractively served to patrons					
19. Put up menu on display board					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK? Several times a day	Once a day or several times a week	Once a week or sever times a month	Once a month or less	Never
20. Prepare menu sheets or folders					
21. Purchase menus, placemats, etc.					
22. Record modified diet orders and/or food preferences					
23. Decide number of portions of various foods needed for meal service					
24. Set up serving areas (serving counter, buffet table, trayline, etc.)					
25. Check that holding temperatures for food and beverages are correct					
26. Portion or serve the following foods:					
a) juices					
b) soups					
c) meats					
d) potatoes, rice, noodles, or vegetables					
e) garnishes or relishes					
f) butter					
g) bread, rolls					
h) cereals					
i) salads					
j) sandwiches					
k) desserts					
l) beverages					
m) special or modified diet items					
n) take-out					
o) others (please specify)					
27. Check patrons' trays for correct contents and appearance					
28. Transport prepared foods: a) within the building					
b) to other centers					
29. Return soiled dishes to dishwashing area					
30. Receive soiled trays and dishes returned (bussed)					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

HOW OFTEN DO YOU PERFORM THIS TASK?

TASKS	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
31. Clear and clean dining room tables					
32. Reset tables					
33. Return leftover food to kitchen area					
34. Clean and replenish waiter service stations					
35. Operate cash register					
36. Tally checks and compare with cash					
37. Count number of people served					
38. For special events: a) set tables					
b) set up rooms					
c) decorate rooms					
39. Store and maintain equipment for special events					
40. Determine number of portions of menu items served					
41. Calculate food waste by checking: a) plate returns					
b) unordered food items					
42. Calculate food supplies needed for day's production					
43. Inform staff of amounts of menu items to be prepared					
44. Check to see that all ingredients and food items required for menu are in stock					
45. Decide use of leftover foods in the menu					
46. Requisition supplies from storeroom					
47. Follow written recipes in preparing food					
48. Figure cost of recipes used					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
49. Check recipes and record needed changes					
50. Develop and/or test new recipes					
51. Check quality of prepared food by tasting and/or smelling					
52. Discuss work schedules and preparation of food with: a) assistant					
b) supervisor					
53. Check that all requisitioned foods were delivered from storeroom					
54. Assemble all recipe ingredients					
55. Weigh recipe ingredients					
56. Measure recipe ingredients					
57. During preparation, transport foods to and from work areas, ranges, refrigerators, and/or serving areas					
58. Prepare food for cook's use: a) fruits					
b) vegetables					
c) cut wholesale sections of meat into roasts, steaks, etc.					
d) bone: 1) meat					
2) fish					
3) poultry					
e) slice meat, poultry, and/or cheese					
f) bread meat, fish, and/or poultry					
g) grind meat, poultry, and/or cheese					
h) others: (please specify)					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
59. Prepare foods for modified diets by:					
a) weighing					
b) measuring					
60. Decide if leftover foods should be saved or discarded					
61. Prepare leftovers for storage					
62. Dispose of waste materials by proper method					
63. Keep written records of overproduction or shortage of food items					
64. Decide on portion sizes					
65. Check sizes of portions served by: a) calculating					
b) weighing					
c) measuring					
d) viewing					
66. Operate special equipment (during course of work):					
a) scale					
b) food mixer					
c) slicer					
d) deep fat fryer					
e) oven					
f) broiler					
g) grill					
h) steam-jacketed kettle					
i) steamer - low pressure					
j) steamer - high pressure					
k) high speed cutter or chopper					
l) meat saw					
m) coffee urn and/or coffeemaker					
n) garbage disposal unit					
o) dish machine					
p) blender					
q) minute steak maker					
r) other (please specify)					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

HOW OFTEN DO YOU PERFORM THIS TASK?

TASKS	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
67. Prepare for meal service:					
a) fruits					
b) juices					
c) salad ingredients					
d) salads					
e) fountain items					
f) sandwich ingredients and fillings					
g) sandwiches					
h) relishes and garnishes					
i) soups					
j) sauces, gravies					
k) meats					
l) fish					
m) poultry					
n) eggs and egg dishes					
o) casserole-type items					
p) vegetables					
q) potatoes					
r) rice, noodles					
s) waffles, pancakes					
t) hot cereals					
u) toast					
v) baked desserts					
w) puddings					
x) pies, pastries					
y) cakes and cookies					
z) breads and rolls					
aa) beverages					
ab) appetizers					
ac) tube feeding					
ad) pureed foods					
68. Plan menus: a) general menus					
b) modified diet menus					
c) banquet or special menus					
69. Keep file of previous menus					
70. Check menu for nutritional adequacy					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
71. Check menu for attractiveness of color, flavor, and texture					
72. Hold menu conference with staff members					
73. Post menus where they are seen by staff					
74. Write work instructions and explain to staff members					
75. Maintain record of modified diet requirements					
76. Adapt menu for modified diets					
77. Discuss patrons' food and nutritional needs with patrons themselves, nurses, or doctors					
78. Provide diet instructions at physician's request					
79. Write food specifications					
80. Write equipment specifications					
81. Locate suitable food suppliers					
82. Estimate requirements for food purchase orders					
83. Obtain bids and price quotations					
84. Maintain current price lists for food and other supplies					
85. Evaluate bids and quotations					
86. Place orders: a) with suppliers					
b) with purchasing agent					
87. File purchase orders					
88. Check invoice against purchase order					
89. Inspect quality and quantity of delivered items					
90. Handle returns and adjustments					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
91. Place received items in storage					
92. Fill requisitions and distribute goods					
93. Check conditions of goods in storage areas					
94. Follow health rules and regulations when handling foods					
95. Wash dishes using recommended procedures:					
a) by hand					
b) by dishmachine					
96. Wash cooking and serving utensils:					
a) by hand					
b) by machine					
97. Clean: a) counters					
b) refrigerators					
c) hot tables					
d) work tables					
e) dining room tables					
f) dining room chairs					
g) service stands					
h) food trucks					
i) ovens					
j) broilers					
k) ranges					
l) grills					
m) steam-jacketed kettles					
n) deep fat fryers					
o) coffee urn					
p) dish machine					
98. Clean: a) windows					
b) woodwork					
c) storage areas					
d) ceilings					
e) walls					

(Continued)

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS			HOW OFTEN DO YOU PERFORM THIS TASK? Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
98.	Clean:	f) overhead fixtures					
	(Continued)	g) hoods and filters					
		h) floors - dry mop					
		i) floors - wet mop					
		j) floors - vacuum					
		k) floors - wax					
		l) other (please specify)					
		________					
99.	Prepare work schedules for routine and major cleaning assignments						
100.	Call maintenance department and/or equipment firms to inspect or repair equipment						
101.	Fill out reports on missing items						
02.	Fill out reports on broken items						
03.	Keep equipment operation and maintenance records						
04.	Administer first aid						
05.	Fill out accident reports						
06.	Keep a written record of accidents						
07.	Maintain safe working conditions						
08.	Evaluate safety practices in department						
09.	Plan schedules for use of equipment						
10.	Plan time and/or work schedules for staff						
11.	Keep a written record of incidents						
12.	Handle grievances, problems, and complaints of:	a) patrons					
		b) personnel	r. 8				

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or severa times a month	Once a month or less	Never
113. Check cleanliness and appropriateness of dress a) for self					
b) for others					
114. Maintain current job descriptions					
115. Develop organization chart for the department					
116. Calculate number of employees needed					
117. Interview and evaluate job applicants					
118. a) Hire new employees					
b) Discharge employees					
119. Acquaint new employees with their own and with other people's responsibilities within the department					
120. Discuss objectives, policies, and standards with new employees					
121. Evaluate personnel performance					
122. Keep written records of each employee's performance as a basis for training, evaluating, and/or promoting					
123. Develop work standards and methods to measure quality and quantity of employee's work					
124. Investigate employees' and patrons' suggestions for improvements and adopt where possible					
125. a) Determine menu prices and price changes					
b) Recommend menu prices and price changes					
126. Have responsibility for working within the budget					
127. Keep food cost records					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK? Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
128. Keep a record of labor costs					
129. Keep records of amounts of daily food production					
130. Write requisitions for storeroom items					
131. Keep written inventory records: a) for food					
b) for equipment					
c) for supplies					
132. Serve standard portion sizes					
133. Test new food products					
134. Evaluate: a) production procedures					
b) service procedures					
c) other (please specify)					
135. Establish policies and procedures for department or establishment					
136. Use information from computer for: a) inventory control					
b) menu planning					
c) payroll					
d) labor costs					
e) food costs					
f) other-					
137. Keep informed of price and product market changes					
138. Prepare budget estimates					
139. Determine need for, and cost of, new equipment					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

TASKS	HOW OFTEN DO YOU PERFORM THIS TASK?				
	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
140. Forecast changes in total food service operation					
141. Make recommendations for capital expenditures					
142. Determine layout of facilities					
143. Determine decor					
144. Purchase equipment: a) large					
b) small					
145. Recommend purchase of equipment					
146. Train personnel: a) informally					
b) using a planned program					
147. Supervise:					
a) assistant manager					
b) food production supervisor					
c) cook manager or chef					
d) head cook					
e) baker					
f) butcher					
g) cook					
h) short order cook					
i) assistant cook					
j) cook's helper					
k) kitchen helper					
l) dishwasher					
m) pot washer					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

HOW OFTEN DO YOU PERFORM THIS TASK?

TASKS		Several times a day	Once a day or several times a week	Once a week or seve times a mont	Once a month or les	Neve
147. Supervise:	n) porter					
(Continued)	o) delivery truck driver					
	p) receiving clerk					
	q) storeroom man					
	r) secretary or clerk					
	s) food service supervisor					
	t) dining room manager					
	u) host/hostess					
	v) head waiter/waitress					
	w) cashier					
	x) food checker					
	y) bartender					
	z) waiter/waitress					
	aa) counter/tray line attendant					
	ab) window attendant					
	ac) fountain man					
	ad) tray delivery girl					
	ae) busboy/busgirl					
	af) other					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

HOW OFTEN DO YOU PERFORM THIS TASK?

TASKS	Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	Never
148. Develop on-the-job training procedures					
149. Arrange for audio-visual training aids					
150. Staff meetings: a) conduct					
b) attend					
151. Read professional and industry publications as part of job					
152. Attend food service industry: a) workshops					
b) educational meetings					
c) trade shows					
153. Participate in department discussion sessions					
154. Contribute to employee news letter, magazine, etc.					
155. Keep informed of federal, state, and local legislation as it relates to food service operation					
156. Donate facilities for community meetings					
157. a) Set up a promotion budget					
b) Work within a promotion budget					
158. Represent establishment at community meetings					
159. Help arrange special community events					
160. Join various food service organizations					
161. Publicize your menu and establishment: a) on radio					
b) in newspapers					
c) on television					
162. Set up special food: a) displays					
b) bulletin boards					

Please read EACH STATEMENT and answer with a check in the column that best describes how often you perform this task. If the task is one you never perform, then please indicate this with a check under "Never."

HOW OFTEN DO YOU PERFORM THIS TASK?

TASKS	Several times a day	Once a day or several times a week	Once a week or sever times a month	Once a month or less	Neve
163. Give talks about: a) food					
b) the food service industry					
c) your food service department					
164. Give talks to community groups such as:					
a) business clubs					
b) P.T.A. groups					
c) student groups or classes					
d) food service organizations					
165. Do you perform tasks not listed? Please list and check appropriate column					

IOWA STATE
UNIVERSITY

Department of Institution Management
11E MacKay Hall
Ames, Iowa 50010

Telephone 515-294-1730

December 15, 1972

Recently a representative from here interviewed you as part of a study designed to help plan relevant education programs for food service personnel.

We know this is a busy time for you, but would you please follow through to see that the tasks lists that were left with you are completed and returned TODAY - - - before Christmas is one day nearer?

To date we have not received a response for each of the classifications of personnel checked in red on the attached sheet.

If copies of the task lists left have become misplaced, please call 515-294-1730 COLLECT, and we shall send you additional copies.

Will you please remind those completing the task lists to check the appropriate column for every task listed, for example, if they never do the task, they would check in the last column.

Believe me - - - we certainly appreciate your help!

Very truly yours,

Marjorie M. McKinley

Marjorie M. McKinley
Head of Department

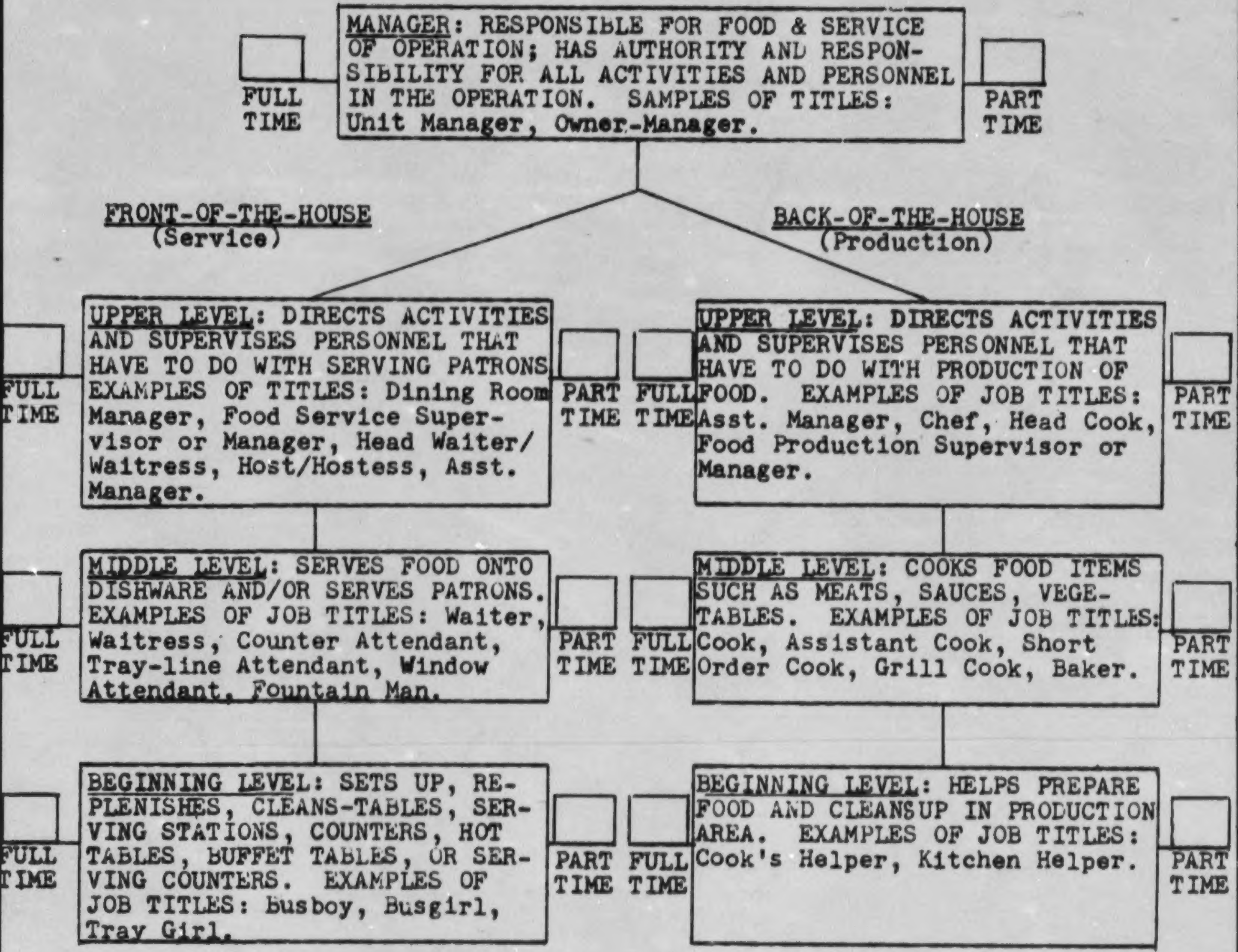
MMM/vm

Enc.

ONE TASK LIST IS NEEDED FOR EACH OF THE JOB CATEGORIES CHECKED BELOW

Since there are many job titles in the food service industry, we have categorized jobs into groups according to the skill and responsibility required of the employee.

The job categories are diagrammed in the chart below.



☐ FULL TIME — **MANAGER**: RESPONSIBLE FOR FOOD & SERVICE OF OPERATION; HAS AUTHORITY AND RESPONSIBILITY FOR ALL ACTIVITIES AND PERSONNEL IN THE OPERATION. SAMPLES OF TITLES: Unit Manager, Owner-Manager. — ☐ PART TIME

FRONT-OF-THE-HOUSE
(Service)

☐ FULL TIME — **UPPER LEVEL**: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH SERVING PATRONS EXAMPLES OF TITLES: Dining Room Manager, Food Service Supervisor or Manager, Head Waiter/Waitress, Host/Hostess, Asst. Manager. — ☐ PART TIME

☐ FULL TIME — **MIDDLE LEVEL**: SERVES FOOD ONTO DISHWARE AND/OR SERVES PATRONS. EXAMPLES OF JOB TITLES: Waiter, Waitress, Counter Attendant, Tray-line Attendant, Window Attendant, Fountain Man. — ☐ PART TIME

☐ FULL TIME — **BEGINNING LEVEL**: SETS UP, REPLENISHES, CLEANS-TABLES, SERVING STATIONS, COUNTERS, HOT TABLES, BUFFET TABLES, OR SERVING COUNTERS. EXAMPLES OF JOB TITLES: Busboy, Busgirl, Tray Girl. — ☐ PART TIME

BACK-OF-THE-HOUSE
(Production)

☐ FULL TIME — **UPPER LEVEL**: DIRECTS ACTIVITIES AND SUPERVISES PERSONNEL THAT HAVE TO DO WITH PRODUCTION OF FOOD. EXAMPLES OF JOB TITLES: Asst. Manager, Chef, Head Cook, Food Production Supervisor or Manager. — ☐ PART TIME

☐ FULL TIME — **MIDDLE LEVEL**: COOKS FOOD ITEMS SUCH AS MEATS, SAUCES, VEGETABLES. EXAMPLES OF JOB TITLES: Cook, Assistant Cook, Short Order Cook, Grill Cook, Baker. — ☐ PART TIME

☐ FULL TIME — **BEGINNING LEVEL**: HELPS PREPARE FOOD AND CLEANSUP IN PRODUCTION AREA. EXAMPLES OF JOB TITLES: Cook's Helper, Kitchen Helper. — ☐ PART TIME

IOWA STATE
UNIVERSITY

Department of Institution Management
11E MacKay Hall
Ames, Iowa 50010

Telephone: 515-294-1730

Thank you for helping us determine the tasks that make up food service industry jobs in Iowa. Your cooperation makes our survey possible.

The information from this study will be distributed by the Department of Public Instruction to vocational school teachers to assist them in planning educational programs. We shall send you a report of the study when it is complete.

Your interest and cooperation are greatly appreciated.

Very truly yours,

Marjorie M. McKinley

Marjorie M. McKinley
Head of Department

MMM/vm

APPENDIX B: TABLES

Table 46. Assignment of tasks retained in study that contributed to more than one function[a]

Task number	Service	Production	Sanitation/ safety	Menu planning	Procurement	Supervision	Management
18	C					A	
25	C	C				A	
27	C					A	
49		C				A	
51		C				A	
53	C	C				A	
65a	C	C				A	
65b	C	C				A	
65c	C	C				A	
65d	C	C				A	
93					C	A	
108			C			A	
130	C	C				A	
121						A	C
122						C	A
123						C	A
124						C	A
126						C	A
127						C	A
128						C	A
148						C	A
150a						C	A
150b	C	C	C	C	C	A	C
151	C	C	C	C	C	A	C
152a	C	C	C	C	C	A	C
152b	C	C	C	C	C	A	C
152c	C	C	C	C	C	A	C
153	C	C	C	C	C	A	C
154	C	C	C	C	C	A	C
155						C	A
157b						C	A
160						C	A
163a						C	A
163c						C	A
164c						C	A

[a] Functions to which tasks were assigned are indicated by A. Other functions to which tasks may contribute are indicated by C.

Table 47. Number of task lists left in establishments, returned[a], and used in the study, classified by type of establishment and job category

Job category		Restaurants[b]			Hospitals	Nursing homes	Colleges/ universities	Schools	Total
		TB	CB	CW[c]					
Manager	L[d]	24	16	15	20	15	27	21	138
	R	16	12	7	22	11	25	21	114
	U	16	12	7	20	10	25	21	111
Upper-level service	L	19	12	3	17	2	18	1	72
	R	7	5	2	14	1	10	0	39
	U	6	5	0	14	1	10	0	36
Upper-level production	L	22	10	4	15	11	18	7	87
	R	7	4	2	15	9	16	2	55
	U	7	4	0	15	9	16	0	51
Middle-level service	L	22	15	9	20	9	20	8	103
	R	12	6	5	21	6	8	6	64
	U	11	6	0	20	5	8	0	50
Middle-level production	L	23	16	4	21	15	26	20	125
	R	10	7	4	14	16	24	25	100
	U	10	7	0	12	15	22	25	91
Totals, all establishments								L	525
								R	372 + 7
								U	339

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[a] Seven of the task lists returned were not from the job categories studied.

[b] TB - Table/booth; CB - Cafeteria/buffet; CW - Counter/window.

[c] Only data from managers used.

[d] L - Left; R - Returned; U - Used.

Table 48. Number of establishments represented in the study, classified by type of establishment and location

Location	Restaurants[a]			Hospitals	Nursing homes	Colleges/ universities	Schools	Total
	TB	CB	CW[b]					
Cedar Rapids	4	1	1	2	1	3	5	17
Davenport	-	-	-	2	2	2	3	9
Des Moines	5	6	1	7	4	3	7	33
Grinnell/Ottumwa	-	-	-	-	-	4	-	4
Iowa City	-	-	1	3	1	4	-	9
Sioux City	-	-	-	3	2	4	3	12
Waterloo	5	4	4	3	4	3	3	26
Totals	14	11	7	20	14	23	21	110

[a] TB - Table/booth; CB - Cafeteria/buffet; CW - Counter/window.

[b] Only data from managers used.

Table 49. Number of establishments having specified characteristics

Characteristic	R[a]	H	NH	CU	S	Total
Predominant type of service						
Table/booth	14	-	-	-	-	14
Cafeteria	10	-	-	11	21	42
Buffet	1	-	-	-	-	1
Counter	7	-	-	-	-	7
Window	-	-	-	-	-	-
Tray service to rooms	-	15	1	-	-	16
Dining room table service and tray service to rooms	-	4	13	-	-	17
Dining room cafeteria service, dining room table service, and tray service to rooms	-	1	-	-	-	1
Dining room table service and cafeteria	-	-	-	12	-	12
No response	-	-	-	-	-	-
Total	32	20	14	23	21	110
Number of hours open for service per day						
4 or less	-	1	11	3	-	15
5 - 9	7	10	2	13	-	32
10 - 14	15	8	1	5	-	29
15 - 19	6	1	-	2	-	9
20 - 24	4	-	-	-	-	4
No response	-	-	-	-	-	-
Total	32	20	14	23	0	89
Schools - number of serving minutes at noon						
30 or less	-	-	-	-	1	1
31 - 59	-	-	-	-	4	4
60 - 89	-	-	-	-	10	10
90 - 119	-	-	-	-	5	5
120 or more	-	-	-	-	1	1
No response	-	-	-	-	-	-
Total	0	0	0	0	21	21

---

[a] R - Restaurant; H - Hospital; NH - Nursing home; CU - College/university; S - School.

Table 49. (continued)

Characteristic	R[a]	H	NH	CU	S	Total
Number of days open for service per week						
5	4	-	-	1	21	26
6	9	-	-	-	-	9
7	19	20	14	22	-	75
No response	-	-	-	-	-	-
Total	32	20	14	23	21	110
Schools - number of serving days per year						
175 - 185	-	-	-	-	21	21
No response	-	-	-	-	-	-
Total	0	0	0	0	21	21
Number of people served during the lunch period						
Less than 100	2	-	4	-	-	6
100 - 199	10	2	10	1	-	23
200 - 299	7	3	-	2	1	13
300 - 399	2	3	-	3	6	14
400 - 599	3	2	-	4	5	14
600 - 799	2	6	-	5	6	19
800 - 999	3	2	-	2	2	9
1000 - 1199	1	1	-	3	-	5
1200 or more	1	1	-	3	1	6
No response	1	-	-	-	-	1
Total	32	20	14	23	21	110
Number of people served during the dinner period						
Less than 100	4	-	5	-	-	9
100 - 199	11	4	9	1	-	25
200 - 299	5	3	-	3	-	11
300 - 399	3	3	-	3	-	9
400 - 599	2	6	-	3	-	11
600 - 799	3	1	-	5	-	9
800 - 999	3	2	-	1	-	6
1000 or more	-	1	-	7	-	8
No response	1	-	-	-	-	1
Total	32	20	14	23	0	89

Table 50. Number of restaurants having selected sales volume characteristics

Approximate total sales volume in 1971		Percentage of gross sales coming from sale of beer or other alcoholic beverages	
Less than $ 50,000	-	None	21
$ 50,000 - 99,999	-	1 - 9%	4
$100,000 - 199,999	16	10 - 19%	2
$200,000 - 499,999	7	20 - 29%	4
$500,000 or more	8	30 - 39%	1
Other	1[a]	40 - 49%	-

[a] The restaurant would not disclose total sales, but indicated sales were greater than $100,000.

Table 51. Number of hospitals/nursing homes having selected meal production volume and bed capacity characteristics

Number of meals prepared daily	H	N	Bed capacity	H	N	Occupancy rate	H	N
Less than 100	-	-	Less than 100	-	3	Less than 50%	-	-
100 - 299	-	5	100 - 199	4	11	50 - 74%	4	-
300 - 499	2	6	200 - 299	3	-	75 - 79%	1	-
500 - 999	4	3	300 - 399	8	-	80 - 84%	5	2
1000 - 1499	6	-	400 - 599	2	-	85 - 89%	2	2
1500 - 1999	3	-	600 - 799	2	-	90 - 94%	4	-
2000 or more	5	-	800 - 999	-	-	95 - 99%	3	7
			1000 or more	1	-	100%	1	3

Table 52. Number of schools having selected meal volume characteristics

Number of noon meals prepared daily		Number of other schools for which food is prepared		Proportion of prepared food sent to other schools	
Less than 100	-	None	9	None	9
100 - 199	-	1	3	1 - 4%	-
200 - 299	1	2	4	5 - 9%	1
300 - 399	5	3	3	10 - 14%	-
400 - 599	1	4	-	15 - 19%	-
600 - 799	3	5	-	20 - 29%	1
800 - 999	2	More than 5	2	30 - 39%	2
1000 - 1299	4			40 - 49%	2
1300 or more	5			50% or more	6

Table 53. Number of establishments having specified definitions of full-time and part-time employment

Characteristic	R[a]	H	NH	CU	S	Total
Minimum hours/week constituting full-time employment						
9 or less	-	-	-	-	-	-
10 - 14	-	-	-	-	-	-
15 - 19	-	-	-	-	-	-
20 - 24	2	-	-	-	1	3
25 - 29	1	-	-	-	2	3
30 - 34	3	1	2	5	6	17
35 - 39	5	1	1	3	8	18
40	15	18	10	15	4	62
41 or more	6	-	1	-	-	7
Other	-	-	-	-	-	-
Total	32	20	14	23	21	110
Range of hours/week for part-time employment						
4 or less	-	-	-	-	-	-
9 or less	3	-	1	1	1	6
14 or less	-	1	1	1	-	3
19 or less	5	-	-	5	6	16
24 or less	7	6	5	8	2	28
29 or less	7	1	2	3	5	18
34 or less	5	7	1	3	5	21
39 or less	3	5	3	2	1	14
Other	2	-	1	-	1	4
Total	32	20	14	23	21	110

[a] R - Restaurant; H - Hospital; NH - Nursing home; CU - College/university; S - School.

Table 54. Number of personnel (from whom data were utilized[a]) classified by number of years of work in the food service industry

Years of work in the food service industry	TB[b]	CB	H	NH	CU	S	Total
Upper-level production							
Less than 1	-	-	-	-	-	-	-
1 - 4	1	-	-	2	4	-	7
5 - 9	-	-	5	3	6	-	14
10 - 14	1	-	3	2	2	-	8
15 - 19	1	1	3	-	2	-	7
20 - 24	1	2	1	-	2	-	6
25 or more	3	1	3	2	-	-	9
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	-	-	-	-	-
Total	7	4	15	9	16	0	51
Middle-level production							
Less than 1	1	1	-	-	-	-	2
1 - 4	2	3	1	5	3	8	22
5 - 9	1	-	3	4	7	6	21
10 - 14	-	1	3	2	2	10	18
15 - 19	-	1	-	2	7	-	10
20 - 24	-	-	-	1	-	1	2
25 or more	5	1	4	-	3	-	13
Other	1	-	-	-	-	-	1
Not applicable	-	-	-	-	-	-	-
No response	-	-	1	1	-	-	2
Total	10	7	12	15	22	25	91
Upper-level service							
Less than 1	2	-	-	-	1	-	3
1 - 4	-	4	4	-	2	-	10
5 - 9	2	-	4	-	3	-	9
10 - 14	-	-	3	-	3	-	6
15 - 19	1	-	1	-	1	-	3
20 - 24	-	1	-	-	-	-	1
25 or more	1	-	2	-	-	-	3
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	-	1	-	-	1
Total	6	5	14	1	10	0	36

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[a] Data from Counter/window restaurants were not analyzed.

[b] TB - Table/booth; CB - Cafeteria/buffet; H - Hospital; NH - Nursing home; CU - College/university; S - School.

Table 54. (continued)

Years of work in the food service industry	TB[b]	CB	H	NH	CU	S	Total
Middle-level service							
Less than 1	-	-	-	1	-	-	1
1 - 4	4	2	8	2	1	-	17
5 - 9	2	2	5	1	1	-	11
10 - 14	1	1	2	-	2	-	6
15 - 19	2	1	1	-	1	-	5
20 - 24	-	-	2	-	-	-	2
25 or more	2	-	1	-	2	-	5
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	1	1	1	-	3
Total	11	6	20	5	8	0	50

Table 55. Number of personnel (for whom data were utilized[a]) classified by number of years in present job

Number of years in present job	TB[b]	CB	H	NH	CU	S	Total
Upper-level production							
Less than 1	-	1	2	1	2	-	6
1 - 4	3	-	3	3	7	-	16
5 - 9	-	3	8	2	4	-	17
10 - 14	1	-	1	2	2	-	6
15 - 19	2	-	1	-	1	-	4
20 - 24	-	-	-	1	-	-	1
25 or more	1	-	-	-	-	-	1
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	-	-	-	-	-
Total	7	4	15	9	16	0	51
Middle-level production							
Less than 1	3	2	-	3	1	2	11
1 - 4	2	4	3	6	7	11	33
5 - 9	3	1	4	4	8	8	28
10 - 14	1	-	2	1	4	2	10
15 - 19	-	-	-	-	1	1	2
20 - 24	-	-	-	-	-	-	-
25 or more	1	-	2	-	1	-	4
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	1	1	-	1	3
Total	10	7	12	15	22	25	91
Upper-level service							
Less than 1	3	2	1	-	2	-	8
1 - 4	1	2	6	-	4	-	13
5 - 9	2	-	5	-	2	-	9
10 - 14	-	1	1	-	1	-	3
15 - 19	-	-	1	-	-	-	1
20 - 24	-	-	-	-	-	-	-
25 or more	-	-	-	-	-	-	-
Other	-	-	-	-	1	-	1
Not applicable	-	-	-	-	-	-	-
No response	-	-	-	1	-	-	1
Total	6	5	14	1	10	0	36

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[a] Data from Counter/window restaurants were not analyzed.

[b] TB - Table/booth; CB - Cafeteria/buffet; H - Hospital; NH - Nursing home; CU - College/university; S - School.

Table 55. (continued)

Number of years in present job	TB[b]	CB	H	NH	CU	S	Total
Middle-level service							
Less than 1	2	-	-	1	-	-	3
1 - 4	4	4	10	2	2	-	22
5 - 9	3	2	6	1	1	-	13
10 - 14	-	-	2	-	1	-	3
15 - 19	1	-	-	-	1	-	2
20 - 24	-	-	-	-	1	-	1
25 or more	1	-	1	-	-	-	2
Other	-	-	-	-	-	-	-
Not applicable	-	-	-	-	-	-	-
No response	-	-	1	1	2	-	4
Total	11	6	20	5	8	0	50

Table 56. Number of establishments (from which data were utilized) employing specified numbers of full-time and part-time personnel

Job category and number of personnel	TB[a] F	TB[a] P	CB F	CB P	CW F	CW P	H F	H P	NH F	NH P	CU F	CU P	S F	S P	Total F	Total P
Manager																
0	-	14	-	9	-	4	-	19	-	11	-	21	-	21	-	99
1	10	-	10	1	4	3	18	1	13	3	22	2	21	-	98	10
2	3	-	1	1	3	-	2	-	1	-	-	-	-	-	10	1
3	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1	-
4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8 or more	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110
Upper-level production																
0	-	12	4	10	4	6	4	18	5	13	6	19	14	21	37	99
1	10	1	4	1	2	-	7	2	7	1	11	2	6	-	47	7
2	1	-	3	-	1	1	3	-	2	-	3	1	-	-	13	2
3	-	-	-	-	-	-	4	-	-	-	2	1	1	-	7	1
4	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
5	-	-	-	-	-	-	2	-	-	-	-	-	-	-	2	-
6	-	-	-	-	-	-	-	-	-	-	1	-	-	-	1	-
7	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
8 or more	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110

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[a] TB - Table/booth; CB - Cafeteria/buffet; CW - Counter/window; H - Hospital; NH - Nursing home; CU - College/university; S - School; F - Full-time; P - Part-time.

Table 56. (continued)

Job category and number of personnel	TB[a]		CB		CW		H		NH		CU		S		Total	
	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P
Middle-level production																
0	1	6	1	6	5	5	-	12	-	9	-	11	1	16	8	65
1 - 2	5	6	4	4	-	1	-	6	12	4	5	2	13	2	39	25
3 - 4	3	1	2	1	2	-	3	2	2	1	3	3	5	1	20	9
5 - 6	2	-	1	-	-	1	3	-	-	-	2	3	2	1	10	5
7 - 8	1	1	2	-	-	-	7	-	-	-	4	-	-	1	14	2
9 - 10	-	-	1	-	-	-	2	-	-	-	4	2	-	-	7	2
11 - 14	-	-	-	-	-	-	-	-	-	-	4	2	-	-	4	2
15 - 19	1	-	-	-	-	-	4	-	-	-	-	-	-	-	5	-
20 or more	1	-	-	-	-	-	1	-	-	-	1	-	-	-	3	-
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110
Beginning-level production																
0	2	4	4	7	7	7	1	8	2	4	7	6	13	7	36	43
1 - 2	5	8	5	2	-	-	5	6	9	8	8	1	4	6	36	31
3 - 4	4	2	1	1	-	-	2	2	2	1	4	1	1	3	14	10
5 - 6	1	-	1	1	-	-	4	2	1	1	-	-	3	2	10	6
7 - 8	1	-	-	-	-	-	2	1	-	-	1	2	-	2	4	5
9 - 10	-	-	-	-	-	-	-	-	-	-	1	2	-	-	1	2
11 - 14	-	-	-	-	-	-	4	-	-	-	-	2	-	1	4	3
15 - 19	-	-	-	-	-	-	-	1	-	-	2	1	-	-	2	2
20 or more	1	-	-	-	-	-	2	-	-	-	-	8	-	-	3	8
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110
Upper-level service																
0	3	10	5	10	5	7	3	16	12	13	7	13	19	15	54	84
1	5	1	2	-	1	-	4	3	1	1	8	7	2	5	23	17
2	1	1	2	1	-	-	7	-	1	-	4	1	-	1	15	4

Table 56. (continued)

Job category and number of personnel	TB[a] F	TB[a] P	CB F	CB P	CW F	CW P	H F	H P	NH F	NH P	CU F	CU P	S F	S P	Total F	Total P
Upper-level service (continued)																
3	1	-	1	-	1	-	3	1	-	-	3	-	-	-	9	1
4	1	1	-	-	-	-	2	-	-	-	1	1	-	-	4	2
5	-	-	-	-	-	-	1	-	-	-	-	-	-	-	1	-
6	1	-	-	-	-	-	-	-	-	-	-	1	-	-	1	1
7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8 or more	2	1	1	-	-	-	-	-	-	-	-	-	-	-	3	1
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110
Middle-level service																
0	1	2	3	6	2	2	-	4	8	7	6	3	15	11	35	35
1 - 2	1	1	3	-	3	-	1	4	3	3	7	1	3	5	21	14
3 - 4	2	5	1	3	-	-	3	1	3	3	4	1	3	1	16	14
5 - 6	4	2	-	1	2	1	1	1	-	1	3	1	-	2	10	9
7 - 8	1	1	1	-	-	2	-	-	-	-	1	-	-	-	3	3
9 - 10	1	-	-	-	-	-	3	-	-	-	-	1	-	-	4	1
11 - 14	2	-	1	-	-	1	3	3	-	-	1	1	-	2	7	7
15 - 19	-	1	1	-	-	1	4	3	-	-	-	3	-	-	5	8
20 or more	2	2	1	1	-	-	5	4	-	-	1	12	-	-	9	19
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110
Beginning-level service																
0	9	3	4	3	7	6	8	9	11	11	19	11	20	16	78	59
1 - 2	1	6	3	2	-	1	2	2	3	2	1	3	1	2	11	18
3 - 4	-	3	1	1	-	-	1	3	-	1	2	-	-	2	4	10
5 - 6	2	1	1	2	-	-	3	-	-	-	1	-	-	1	7	4

Table 56. (continued)

Job category and number of personnel	TB[a] F	TB[a] P	CB F	CB P	CW F	CW P	H F	H P	NH F	NH P	CU F	CU P	S F	S P	Total F	Total P
Beginning-level service (continued)																
7 - 8	1	1	-	-	-	-	2	1	-	-	-	-	-	-	3	2
9 - 10	1	-	1	1	-	-	-	2	-	-	-	-	-	-	2	3
11 - 14	-	-	1	-	-	-	3	-	-	-	-	1	-	-	4	1
15 - 19	-	-	-	-	-	-	-	1	-	-	-	1	-	-	-	2
20 or more	-	-	-	2	-	-	1	2	-	-	-	7	-	-	1	11
No response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	14	14	11	11	7	7	20	20	14	14	23	23	21	21	110	110

Table 57. Number of job titles reported by respondents (from whom data were utilized) classified by job category and type of establishment

Job category and job title	Establishment				Total
	R[a]	HN	CU	S	
Manager					
A. M. Supervisor	-	-	1	-	1
Administrator	-	1	-	-	1
Assistant director - food production and food personnel	-	1	-	-	1
Assistant manager	2	-	2	-	4
Dietary supervisor	-	1	-	-	1
Chief dietitian	-	1	-	-	1
Chief, food production and service	-	1	-	-	1
Dietitian	-	-	1	-	1
Food service director	-	1	3	-	4
Food service manager	-	-	2	-	2
Food and beverage manager	1	-	-	-	1
Food service supervisor	-	1	1	-	2
Food manager	1	-	-	-	1
Manager	31	23	15	21	90
Total	35	30	25	21	111
Upper-level production					
Assistant manager	-	-	1	-	1
Assistant dietitian	-	-	1	-	1
Assistant chief cook	-	1	-	-	1
Chef	2	-	-	-	2
Chef-food production manager	-	1	-	-	1
Cook	2	-	-	-	2
Cook supervisor	-	2	-	-	2
Dietary assistant	-	1	-	-	1
Dietitian	-	-	1	-	1
First cook	1	-	1	-	2
Food production supervisor and chef	-	-	1	-	1
Food manager	2	1	-	-	3
Food production manager	-	3	1	-	4
Food production supervisor	-	2	1	-	3
Food production supervisor and buyer	-	1	-	-	1
Food service supervisor	-	2	1	-	3
Fry cook - head cook	1	-	-	-	1

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[a] R - Restaurant; HN - Hospital/nursing home; CU - College/university; S - School.

Table 57. (continued)

Job category and job title	Establishment				Total
	R^a	HN	CU	S	
Upper-level production (continued)					
Head cook	2	3	6	-	11
Head cook or chef	-	1	-	-	1
Head cook or supervisor	-	1	-	-	1
Kitchen manager	1	1	1	-	3
Kitchen supervisor	-	2	1	-	3
Production supervisor	-	-	1	-	1
Supervisor	-	3	-	-	3
Total	11	24	16		51
Middle-level production					
Assistant manager and baker	-	-	-	1	1
Baker	-	-	3	7	10
Baker I	-	-	1	-	1
Broiler cook	1	-	-	-	1
Assistant cook	1	2	-	1	4
Cook	4	11	4	11	30
Cook (Breakfast)	-	-	1	-	1
Cook I	-	1	2	-	3
Cook foreman	-	1	-	-	1
Cook trainee	1	-	-	-	1
Cook II	-	-	2	-	2
Cook, salad maker, food server	1	-	-	-	1
Dietary cook	-	1	-	-	1
Evening cook	-	1	-	-	1
First baker	1	-	-	-	1
First cook	2	-	-	1	3
Head salad cook	-	1	-	-	1
Full-time cook	-	1	-	-	1
Relief cook	1	-	-	-	1
Head of salad department	-	-	1	-	1
Head baker	-	-	-	1	1
Head cook	-	1	-	2	3
Head salad	-	-	1	1	2
Head salad girl	-	-	1	-	1
Kitchen help	-	1	-	-	1
Line worker	1	-	-	-	1
Morning cook	-	1	2	-	3
Pastry girl	-	1	-	-	1
Pantry woman	-	-	1	-	1
Salad department	-	-	1	-	1
Salad and sandwich maker	1	-	-	-	1
Second cook	-	3	-	-	3

Table 57. (continued)

Job category and job title	Establishment				Total
	R[a]	HN	CU	S	
Middle-level production (continued)					
Soups chef	1	-	-	-	1
Salad lady	1	-	-	-	1
Salad production	-	-	1	-	1
Vegetable cook I	-	-	1	-	1
Night cook and assistant manager	1	-	-	-	1
Hostess and cook	-	1	-	-	1
Total	16	27	22	25	91
Upper-level service					
Assistant dietary supervisor	-	1	-	-	1
Assistant supervisor	1	-	-	-	1
Cafeteria line supervisor	-	-	1	-	1
Cafeteria supervisor	-	2	-	-	2
Dietary assistant	-	1	-	-	1
Dining service supervisor	1	-	-	-	1
Dining supervisor	-	-	1	-	1
Food service supervisor	-	3	-	-	3
Head waitress	1	-	-	-	1
Head waiter	1	-	-	-	1
Head hostess	1	-	-	-	1
Hostess	4	-	-	-	4
Late supervisor	-	-	1	-	1
Line supervisor and general food worker	-	-	1	-	1
Line supervisor	-	-	4	-	4
Manager	-	1	-	-	1
Nutrition supervisor	-	1	-	-	1
Snack bar supervisor	-	-	1	-	1
Supervising the tea room	1	-	-	-	1
Supervisor	-	1	1	-	2
Therapeutic dietitian	-	3	-	-	3
Tray line supervisor	-	1	-	-	1
Tray line supervisor/dietitian	-	1	-	-	1
Working foreman	1	-	-	-	1
Total	11	15	10		36

Table 57. (continued)

Job category and job title	Establishment				Total
	R[a]	HN	CU	S	
Middle-level service					
A.M. Dining room	-	1	-	-	1
Assistant to dietitians	-	1	-	-	1
Bookkeeper and carver	1	-	-	-	1
Cashier, cook, etc.	1	-	-	-	1
Cafeteria and salad	-	1	-	-	1
Cafeteria line server	1	-	-	-	1
Counter attendant	-	-	1	-	1
Counter girl and register	-	1	-	-	1
Dietary assistant	-	1	-	-	1
Dietary	-	1	-	-	1
Dietary aide	-	3	-	-	3
Diet aide	-	3	-	-	3
Dining room girl	-	1	-	-	1
Dining service attendant	1	-	-	-	1
Food server	-	-	1	-	1
Food service helper	-	-	3	-	3
Food service worker	-	3	-	-	3
General kitchen	-	1	-	-	1
Hostess	1	-	-	-	1
Kitchen helper	-	1	-	-	1
Line lady	-	-	1	-	1
Manager	-	1	-	-	1
Nutrition hostess	-	1	-	-	1
Trayline service and cafeteria worker	-	1	-	-	1
Tray girl - dietetic aide	-	1	-	-	1
Tray aide	-	1	-	-	1
Snack shop waitress	-	1	-	-	1
Waitress	10	-	1	-	11
Waitress, cashier	1	-	-	-	1
Dietitian assistant	-	1	-	-	1
Dining room	-	1	-	-	1
Professional top counter man	1	-	-	-	1
Total	17	25	8		50

Table 58. Total number of responses to tasks by middle-level service personnel, classified by job function and type of establishment

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Service	Restaurants	17[a]	
		15	26b, 26c, 26d, 26g, 26k, 26n, 34
		14	26f, 26i, 26j, 26l, 26m
		13	26a, 26e, 26h, 28b
	Hospitals/ nursing homes	25[a]	
		23	26e
		22	19, 26n
		16	28b
	Colleges/ universities	8[a]	
Production	Restaurants	17[a]	
		15	52b
	Hospitals/ nursing homes	25[a]	
		23	59b
		21	52b
	Colleges/ universities	8[a]	
		6	52b
Sanitation/ safety	Restaurants	17[a]	
		15	97p
	Hospitals/ nursing homes	25[a]	
		23	96b, 97h
	Colleges/ universities	8[a]	
		6	95b

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[a] The total number of respondents for the job category in each type of establishment.

Table 58. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Menu planning	Restaurants	17[a]	
	Hospitals/ nursing homes	25[a]	
	Colleges/ universities	8[a]	
Procurement	Restaurants	17[a]	
	Hospitals/ nursing homes	25[a]	
	Colleges/ universities	8[a]	
Supervision	Restaurants	17[a]	
		15	27; 113b; 146a, 146b
		14	114
	Hospitals/ nursing homes	25[a]	
		23	65c, 65d; 146b
		22	41b, 65b; 65a; 113b
	Colleges/ universities	8[a]	
		6	146b
Management	Restaurants	17[a]	
		14	150a
	Hospitals/ nursing homes	25[a]	
		23	118b
	Colleges/ universities	8[a]	

Table 59. Total number of responses to tasks by upper-level service personnel, classified by job function and type of establishment

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Service	Restaurants	11[a]	
		9	26e, 28b, 38b
	Hospitals/ nursing homes	15[a]	
		11	28b
	Colleges/ universities	10[a]	
		8	26n
Production	Restaurants	11[a]	
		8	52b
	Hospitals/ nursing homes	15[a]	
		13	67b
	Colleges/ universities	10[a]	
Sanitation/ safety	Restaurants	11[a]	
	Hospitals/ nursing homes	15[a]	
		13	107
	Colleges/ universities	10[a]	
		8	95a
Menu planning	Restaurants	11[a]	
		9	68a, 68b
	Hospitals/ nursing homes	15[a]	
	Colleges/ universities	10[a]	

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[a] The total number of respondents for the job category in each type of establishment.

Table 59. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Procurement	Restaurants	11[a]	
	Hospitals/ nursing homes	15[a]	
	Colleges/ universities	10[a]	
Supervision	Restaurants	11[a]	
		9	114; 27; 134a; 150b
		8	146a
		7	52a
	Hospitals/ nursing homes	15[a]	
		13	52a
		12	146b
	Colleges/ universities	10[a]	
		8	65b, 65c, 114; 146a
		7	65a; 146b
		5	52a
Management	Restaurants	11[a]	
		9	118b, 135; 157a
		8	115
	Hospitals/ nursing homes	15[a]	
		13	115, 117; 150a
	Colleges/ universities	10[a]	
		8	147u; 148, 150a

Table 60. Total number of responses to tasks by middle-level production personnel, classified by job function and type of establishment

Job function	Type of establishment	Number of responses	Tasks for which there was response by two or more respondents
Service	Restaurants	17[a]	
		15	26a, 26b, 26f, 26g, 26h, 26i, 26k, 26L, 26m
	Hospitals/ nursing homes	27[a]	
		25	26b, 28a
		21	28b
	Colleges/ universities	22[a]	
		20	26d, 26h, 28b
		19	9, 26L, 28a
	Schools	25[a]	
		23	26a, 38b, 38c
		21	28a, 28b
Production	Restaurants	17[a]	
		15	58a, 58d2, 66a, 66d, 66g, 66h, 66k
		14	52b
	Hospitals/ nursing homes	27[a]	
		25	59a, 66j, 67j, 67aa, 67ab
		24	66f, 66i
		23	52b, 59b
	Colleges/ universities	22[a]	
		20	52b, 58d1, 67u
		19	58d2, 59b
	Schools	25[a]	
		23	58a, 66j, 66c
		22	52b, 59b
Sanitation/ safety	Restaurants	17[a]	
		15	62, 96a

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[a] The total number of respondents for the job category in each type of establishment.

Table 60. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Sanitation/ safety	(continued)		
	Hospitals/ nursing homes	27[a]	
		25	96a, 97L
	Colleges/ universities	22[a]	
		20	97a, 97j
		19	95b
		18	96b
	Schools	25[a]	
		23	95b, 97c, 97p
		20	96b
Menu planning	Restaurants	17[a]	
	Hospitals/ nursing homes	27[a]	
		25	68b, 68c
	Colleges/ universities	22[a]	
	Schools	25[a]	
Procurement	Restaurants	17[a]	
	Hospitals/ nursing homes	27[a]	
	Colleges/ universities	22[a]	
	Schools	25[a]	
Supervision	Restaurants	17[a]	
		15	25
		13	52a

Table 60. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Supervision	(continued)		
	Hospitals/ nursing homes	27[a]	
		25	41b, 112b, 121; 134b; 109, 134a; 146a, 146b
		24	65d
		23	65a; 113b
		22	52a
	Colleges/ universities	22[a]	
		20	65b, 65c; 147aa; 147i, 146a, 146b
		19	41b, 65d, 112b; 65a
		16	52a
		15	113b
	Schools	25[a]	
		23	41b, 112b; 147e; 146b; 153
		22	65b
		21	65a
		20	52a, 65d
Management	Restaurants	17[a]	
		15	135
	Hospitals/ nursing homes	27[a]	
		25	157a
		24	150a
	Colleges/ universities	22[a]	
		20	118b, 135, 147b
		19	150a
	Schools	25[a]	
		23	118b; 164a
		22	164b
		21	135

Table 61. Total number of responses to tasks by upper-level production personnel, classified by job function and type of establishment

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Service	Restaurants	11[a]	
		9	26a, 26i
	Hospitals/ nursing homes	24[a]	
		22	8, 26a, 26n, 28a
		20	28b
	Colleges/ universities	16[a]	
		14	26e, 26f, 26g, 26h, 28a
		11	28b
Production	Restaurants	11[a]	
		9	59b, 66p, 67d, 152b
		8	58a, 58d2, 152a
	Hospitals/ nursing homes	24[a]	
		22	52b, 58b, 59b
		21	58a
		20	59a
	Colleges/ universities	16[a]	
		14	59a, 67a, 67b, 67c, 67e, 67u, 67ab, 67ac, 67ad
		13	67d
		12	59b
Sanitation/ safety	Restaurants	11[a]	
		9	95b, 96a, 96b, 97a, 97c, 97e, 97f, 97g, 97h, 97j, 97m, 98g
		8	95a
	Hospitals/ nursing homes	24[a]	
		22	96b, 97p
		21	96a
		20	95a

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[a] The total number of respondents for the job category in each type of establishment.

Table 61. (continued)

Job function	Type of establishment	Number of responses	Task for which there was no response by two or more respondents
Sanitation/ safety	(continued)		
	Colleges/ universities	16[a]	
		14	95b
		13	95a
Menu planning	Restaurants	11[a]	
		9	68b
	Hospitals/ nursing homes	24[a]	
		21	68a
	Colleges/ universities	16[a]	
		13	68c
		11	68b
Procurement	Restaurants	11[a]	
		9	85, 86b
	Hospitals/ nursing homes	24[a]	
		22	86a
		21	86b
	Colleges/ universities	16[a]	
		14	86b
Supervision	Restaurants	11[a]	
		9	41b, 52a, 111; 134b; 152b
		8	112a; 152a
		7	65c
		6	65d; 65a
	Hospitals/ nursing homes	24[a]	
		22	65c; 134a, 147f; 146a, 150b, 152c
		21	65b, 65d; 147h; 152a
		20	41b, 52a; 112a; 65a
		18	146b

Table 61. (continued)

Job function	Type of establishments	Number of responses	Tasks for which there was no response by two or more respondents
Supervision	(continued)		
	Colleges/ universities	16[a]	
		14	147r; 112a, 147w, 147x, 147y, 147z, 147aa, 147ab, 147ac, 147ad, 147ae, 147e, 147g, 147h, 147j, 147k, 147L, 147m, 147o, 147p, 147q, 152a, 152c; 164d
		13	41b, 65c, 65; 147f, 147i, 147n
		12	65b; 65a
		11	146b
		9	52a
Management	Restaurants	11[a]	
		9	117; 150a, 160
	Hospitals/ nursing homes	24[a]	
		22	117, 118a, 135, 147a
		21	118b
		18	150a
	Colleges/ universities	16[a]	
		14	135, 147s, 147t, 147u, 147v; 164d
		13	147a
		12	147b, 147c; 150a

Table 62. Total number of responses to tasks by managers, classified by job function and type of establishment

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Service	Restaurants	35[a]	
		33	7
		32	162a, 162b
		31	28b
		29	26a
	Hospitals/ nursing homes	30[a]	
		28	22, 132
		23	28b
	Colleges/ universities	25[a]	
		23	6, 28b, 132
	Schools	21[a]	
		19	19, 38b
		16	28a
Production	Restaurants	35[a]	
		33	58c, 66a, 66L
		32	65d
		31	59b
		25	52b
	Hospitals/ nursing homes	30[a]	
		28	58d, 61
		27	52b, 59b
	Colleges/ universities	25[a]	
		23	66p
		20	52b
	Schools	21[a]	
		19	56, 66i
		18	66j, 67p
		16	52b

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[a] The total number of respondents for the job category in each type of establishment.

Table 62. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Sanitation/ safety	Restaurants	35[a]	
		33	95a, 96a, 96b
	Hospitals/ nursing homes	30[a]	
	Colleges/ universities	25[a]	
		23	95a
		21	96b
	Schools	21[a]	
		19	97n, 97p
Menu planning	Restaurants	35[a]	
		32	68b
	Hospitals/ nursing homes	30[a]	
		28	68b, 68c, 136b
	Colleges/ universities	25[a]	
		23	68b
	Schools	21[a]	
		19	68c
		17	68b
Procurement	Restaurants	35[a]	
		33	79, 86b, 144a
	Hospitals/ nursing homes	30[a]	
		28	86b, 136a
	Colleges/ universities	25[a]	
		23	86b, 136a
	Schools	21[a]	
		19	83

Table 62. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Supervision	Restaurants	35[a]	
		33	74, 100, 111, 109, 125b, 149, 152c, 153, 154, 158, 159
		32	41b, 52a, 65d, 112b, 151, 152a, 152b, 131b
		31	65b
		30	65c, 65a, 150b
		29	146b
	Hospitals/ nursing homes	30[a]	
		28	41b, 134b, 147y, 147ab, 147ac, 147ae, 65a, 134a, 149, 152b, 152c, 153, 164a, 164b
		27	52a, 112a, 146b, 151
		26	146a
		25	150b
	Colleges/ universities	25[a]	
		23	41b, 147f, 147g, 147i, 147m, 146a
		22	65b, 147h, 152b, 152c
		21	52a, 146b
		20	65c, 65d, 65a
	Schools	21[a]	
		19	65b, 152c
		18	41b, 65d, 112a, 153
		17	65a, 146a
		15	146b
Management	Restaurants	35[a]	
		33	116, 135, 147a, 148, 149, 155, 160, 158, 159, 161b
		32	118b, 157a, 157b, 156
		31	150a, 161c
		30	117, 161a
	Hospitals/ nursing homes	30[a]	
		28	148, 149, 164a, 164b
		27	150a

Table 62. (continued)

Job function	Type of establishment	Number of responses	Tasks for which there was no response by two or more respondents
Management	(continued)		
	Colleges/ universities	25[a]	
		23	135, 147c, 147s
		21	147a
	Schools	21[a]	
		19	157a, 161c
		17	135